

DEVELOPING THE ESG LEADER TRAINING PROGRAM

Duration: 16 h

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1. TARGET GROUP AND LEARNING OBJECTIVES

Target groups:

The direct group of recipients of the activities are associates of the XBW Foundation, SME staff, sole proprietors, representatives of organisations obliged to report non-financially, including entrepreneurs, businesses, management staff, non-profit organisations operating in the field of ESG, and local governments. The project will be dedicated to the VET environment, including company employees, management staff, business owners, local government officials, representatives of state-owned companies, and cluster coordinators. A selected group of SME sector leaders will take part in the project and then will train other employees in the scope in which the project will be implemented. The INDIRECT TARGET GROUP includes people or institutions that, through partners or independently, will be able to use the materials prepared in the project.

Learning objectives:

- To gain knowledge about sustainable development and ESG activities.
- To realise that ESG activities must be included in the company's development strategies and can be a driving force for the company's development.
- To prove that carrying out activities for sustainable development can bring real benefits to the company: create new products and services and win new markets; trust of financial institutions, investors, and customers.
- To provide information relating to from when, who is responsible, and what reporting obligations in the field of sustainable development will be imposed.
- To provide specific practical guidance on the report development process and how best to prepare for a data audit.
- To provide tips on how to involve the company's employees in change processes.
- To transfer knowledge on creating and providing both investors and consumers with comparable, reliable, and easily accessible information on the company's activities for sustainable development.

TRAINING MODULE 1: E in ESG

1. How to prepare the company for the implementation of activities in the "environment" component?
2. Discussion of possible actions for the environment and the fight against climate change:
 - a. reducing greenhouse gas emissions and reducing the carbon footprint
 - b. using renewable energy sources
 - c. reduction of waste production
 - d. limiting the use of natural resources (e.g., water)
 - e. limiting the use of plastic and disposable packaging
 - f. promoting biodiversity
 - g. counteracting deforestation and soil depletion
 - h. promoting sustainable transport
 - i. introducing circular economy solutions
 - j. offering products and services produced in a sustainable manner
3. The most important legal regulations regarding the "E" component
4. Best practice/examples of activities - Case Studies
5. Possibilities of financing pro-environmental activities of companies
6. Threats/difficulties in carrying out pro-environmental changes in the company
7. How can you measure the results of actions taken and control processes?

TRAINING MODULE 2: S in ESG

1. How can you prepare the company for the implementation of activities in the "S" component?
2. Discussion of possible actions for social change and the promotion of diversity:
 - a. counteracting social inequality
 - b. anti-discrimination policies
 - c. promoting diversity in the workplace
 - d. employee inclusion programmes, e.g., the elderly or people with disabilities
 - e. flexible forms of employment, time, and place of work
 - f. projects such as work-life balance, wellbeing
 - g. the pro-family policy,
 - h. equal pay for men and women – the gender pay gap
 - i. employee-employer relations (working conditions, remuneration policy, health and safety, medical care)
 - j. opportunity to develop professionally
 - k. employee volunteering
 - l. cooperation with local communities and non-governmental organisations.
9. The most important legal regulations regarding the "S" component
10. Best practice/examples of activities - Case Studies
11. Possibilities of financing pro-social activities of companies
12. Threats/difficulties in carrying out pro-social changes in the company.
13. How can you measure the results of actions taken and control processes?

TRAINING MODULE 3: G in ESG

1. How to prepare the company for the implementation of activities in the "corporate governance" component?
2. Discussion of possible actions to introduce the principles of corporate governance:
 - a. creation and application of a code of ethics
 - b. transparent structure of management and supervisory bodies
 - c. diversity in management
 - d. counteracting corruption and monopolistic practices
 - e. transparency of operation
 - f. mechanism for reporting policy/regulatory violations within the company
 - g. relations with shareholders, investors, and other stakeholders,
 - h. supply chain supervision policy,
3. The most important legal regulations regarding the "G" component,
4. Best practice/examples of activities - Case Studies
5. Possibilities of financing activities introducing the principles of corporate governance in the company
6. Threats/difficulties in implementing corporate governance within the company
7. How can you measure the results of actions taken and control processes?

TRAINING MODULE 4: FUTURE LEADERS OF ESG IN THE BUSINESS SECTORS

1. Sustainable Development Goals (SDGs) - a set of 17 goals set by the United Nations to promote peace and prosperity in the world for its inhabitants
2. SASB standards which highlight ESG challenges relevant to 77 different industries: the SASB Severity Map as a tool for determining the financial significance of ESG issues
3. United Nations Guiding Principles on Business and Human Rights
4. Studying the company's impact on people and the planet
5. Company Priority Assessment
6. What ESG metrics are important to stakeholders?
7. Communication - how to convey information on ESG topics that are most important to specific target groups.
8. How can you collect and analyse information on the competition's ESG activities?
9. ESG goals are not universal - they should be adapted to specific businesses and the company's impact on the environment - how can we determine them?
 - a. environmental goals,
 - b. social goals,
 - c. management objectives.
10. Creating an ESG development plan.
11. Rules for implementing the ESG plan in the company and measuring key indicators.
12. Draft of the new European Sustainability Reporting Standards.
13. Templates for ESG reporting: Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD) and International Integrated Reporting Framework (IRF).

KNOWLEDGE TESTS

Pre-training knowledge test:

1. Have you ever come across the acronym ESG, which stands for Environment, Social and Corporate Governance, meaning sustainable development?
2. Please rate your level of knowledge in the field of ESG.
3. Which of the areas of ESG, i.e. sustainable development, do you think needs to be better specified and explained to Polish society/entrepreneurs? Why?
 - a. Environmental protection,
 - b. Social responsibility,
 - c. Corporate Governance.
4. In your opinion, should Polish schools/universities provide education in the field of ESG, i.e. sustainable development? Why?
5. Which of the areas of sustainable development (ESG) should be, in your opinion, the most important (a priority) for companies operating in Poland?
 - a. Environmental protection: protection of and counteracting the degradation of the natural environment
 - b. Social responsibility: issues of corporate social responsibility and human rights (e.g., regarding diversity, equal treatment, etc.)
 - c. Corporate governance: supervision over the company, management board structure, respecting obligations regarding the sharing of information towards shareholders, remuneration of management staff, respecting shareholders' rights, tax transparency, counteracting corruption and bribery, etc.
6. Do you know who an ESG leader is? And if so, who?
7. Do you think that there is awareness within the society of who an ESG Leader is?
8. Do you know where you can acquire the competences of an ESG Leader?
9. In your opinion, can anyone become an ESG Leader?
10. An ESG leader is...? (Who can they be compared to? How can they be described?)
11. In your opinion, what should an ESG leader be like?
12. Please rate your level of knowledge about the CSRD and the Sustainable Development Goals?

Post-training knowledge test:

1. Please rate your level of knowledge in the field of ESG.
2. Which of the areas of ESG, i.e. sustainable development, do you think needs to be better specified and explained to the Polish society/Polish entrepreneurs?
 - a. Environmental Protection
 - b. Social Responsibility
 - c. Corporate governance
 - d. None, because they are all clear and precise enough
3. In your opinion, should Polish schools/universities provide education in the field of ESG, i.e., sustainable development?
4. Which of the areas of sustainable development (ESG) should be, in your opinion, the most important (a priority) for companies operating in Poland?
 - a. Environmental protection: protection of and counteracting the degradation of the natural environment
 - b. Social responsibility: issues of corporate social responsibility and human rights (e.g., regarding diversity, equal treatment, etc.)
 - c. Corporate governance: supervision over the company, management board structure, respecting obligations regarding the sharing of information towards shareholders, remuneration of management staff, respecting shareholders' rights, tax transparency, counteracting corruption, and bribery, etc.
 - d. Hard to say.
5. Do you know who an ESG leader is and how they differ from a leader who does not specialise in ESG?
6. Do you think that there is awareness within the society of who an ESG Leader is?
7. Do you know many ESG Leaders in your environment/place of residence?
8. Do you know where you can acquire the competences of an ESG Leader?
9. In your opinion, the main role of the ESG Leader, apart from preparing the strategy and non-financial report in the field of sustainable development, is:
 - a. risk management,
 - b. taking care of employee rights and diversity management,
 - c. anticipating potential crisis situations, creating new contacts with stakeholders through transparent and responsible business,
 - d. Other.

10. In your opinion, can anyone become an ESG Leader?

11. In your opinion, in what places (offices, companies, government administration, universities/schools, etc.) should an ESG Leader work?

12. Please rate the truthfulness of this sentence:

“An ‘ESG leader’ is a person who creates and implements a sustainable development strategy, taking care of the implementation of the company/organisational activities in the field of environmental protection, human rights, and corporate governance. They are a person who manages risk and cares about the long-term development of the company/organisation and supports responsible business with their attitude as well as authority.”

13. An ESG leader is a person who is:

- impartial
- competent
- calm
- composed
- professional
- fair
- impetuous
- stressed
- neutral
- open to other people
- communicative
- empathic
- has knowledge of environmental protection and finance
- has a degree in management
- Other:

14. Please rate the truthfulness of the sentences describing the duties of the ESG Leader:

- Creation of a trustful relationship between employees.
- Employee motivation.
- Risk management.

- Creation the company strategy.
- Creation of non-financial reports.
- Implementation of educational campaigns.
- Rational reduction of company costs.
- Accounting duties.
- Company/organisation management.
- Openness to novelty and innovation.
- Taking care of certification
- Introduction of improvement and innovation in the operation of companies
- Reduction of the consumption of raw materials in the company/organisation.
- Reduction and control of the company's/organisation's carbon footprint.
- Taking care of the credibility of the company.
- Keeping employees entertained.
- Motivating employees to develop.
- Recruitment of employees.

15. What, in your opinion, is the lowest acceptable education level of an ESG Leader?

- Basic level,
- Secondary education
- Higher/degree level
- Higher doctoral studies
- Education level does not matter.

16. Which of the following competencies of an ESG leader are the most important in your opinion?

- Knowledge of issues, standards, and regulations in the field of ESG
- Reporting skills
- Logical thinking and drawing conclusions
- Ability to talk to people/openness to new relationships

- Communicativeness
- Openness to knowledge
- Openness to people and their diversity
- Ability to plan
- Ability to manage projects
- Ability to manage people
- Leadership competencies - being a born leader
- Innovative/creative thinking (outside of the box)
- Knowledge of financial issues
- Knowledge of environmental issues
- Knowledge of HR issues

17. How many foreign languages do you think an ESG leader should know?

- At least 1.
- At least 2.
- At least 3.

18. Please rate the truthfulness of this sentence:

“ESG leaders act as managers of change/a new time. In the face of climate change, lack of respect for human rights, wars, people who will lead companies/organisations towards sustainable development, with respect for the planet, people, in accordance with applicable standards and laws, are needed.”

19. In your opinion, what should an ESG leader be like?

20. In your opinion, to what extent an ESG leader should be familiar with the financial sector (knowledge of applicable regulations, directives, banking sector, etc.)

21. Do you think that managers who want to become ESG leaders should undergo specialised training to practice the profession of an ESG leader or to create ESG strategies and reports?

22. Please rate your level of knowledge about the CSRD and the Sustainable Development Goals.

23. When thinking about an ESG leader, what difficulties/barriers come to mind?

TRAINING SCENARIO DAY 1: 8 HOURS

8:45 – 9:30	Pre-training knowledge test
9:30-9:45	Break
9:45 – 12:00	Module 1: E in ESG INTRODUCTION
12:00 – 13:00	Lunch
13:00 – 14:30	Module 2: S in ESG INTRODUCTION
14:30 – 16:15	Module 3: G in ESG INTRODUCTION
16:15 – 16:30	SUMMARY

TRAINING SCENARIO DAY 2: 8 HOURS

8:45 – 9:30	Test po dniu 1
9:30-9:45	Przerwa
9:45 – 11:15	Module 1: E in ESG
11:15 – 12:45	Module 2: S in ESG
12:45 – 14:15	Module 3: G in ESG
14:15 – 15:00	Lunch
15:00 – 16:30	Module 4: FUTURELEADERS OF ESG IN THE BUSINESS SECTORS
16:30 – 17:00	SUMMARY AND POST TRAINING KNOWLEDGE TEST

This publication reflects solely the views of the author and the European Union is not responsible for any use of the information contained therein.

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