

# COURSE PROGRAMME

## SUSTAINABLE DEVELOPMENT – ESG MANAGEMENT MIDDLE MANAGEMENT

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## MID-LEVEL MANAGER IN ESG – ROLES AND RESPONSIBILITIES

The Environmental, Social and Governance (ESG) mid-level manager will be responsible for developing and overseeing environmental, social, and corporate governance policies and procedures including diversity and inclusion regulations in the workplace. Knowledge of diversity and inclusion, and how to create policies based on this to be able to implement them within and across the organisation. Recognise conflict within a diverse team to be able to respond effectively. Provide expertise on key issues related to the ESG assessment, as well as diversity and inclusion, in the design, preparation, implementation and supervision of strategies, taking into consideration best industry practices and standards.

### Roles and responsibilities

- Familiarisation with the recommendation reports of the company (annual reports)
- Coordinating the environment and social initiatives, and the compliance to law and regulatory requirements of the workplace
- Developing, implementing, and monitoring a corporate-mid-level of management, which will be implemented in all business areas.
- Reporting to the high-level management committee.
- Coordinating and working with the HR teams and business leaders across the organisation
- Ensure ESG implementation and compliance.

### Regulatory Role

- Monitor the effectiveness of implementation the appropriate CSR and ESG policies, processes and procedures to provide updates in line with changes in laws, regulations and corporate directives.
- Review corporate activities and ensure compliance with CSR and ESG policies, management plans and procedures.
- Provide guidance and advice to teams on the requirements of identifying and implementing local CSR and ESG related laws and regulations and monitor the compliance.
- Support the higher management in driving the education, communication, training, and implementation of the CSR and ESG policies, management plans and procedures across the company in all operational areas, including its associated business activities, sub-contractors and supply chains, where relevant.

### Environmental, Health and Safety Role

- Support the higher management in developing and implementing proper management system for improving the overall ESG performance of the company.
- Develop and steward a robust suite of CSR and ESG policies, management plans and procedures related management system in line with European standards and guidelines.
- Implement and monitor the CSR and ESG management system, plans and safe work procedures.
- Coordinate implementation of the site, warehouse, laboratory and office ESG plan in accordance with company CSR policies.
- Provide safety practices and policy training related to ESG.
- Develop, implement, monitor and review the corporate ESG response plan.
- Ensure that the ESG response plans are developed, documented, implemented, and tested.
- Takes part in analysis of statistics and suggests improvement plans and reports.

- Conducts ESG Audits.
- Analyse ESG data and records from European Union member states to ensure high quality of implementation of the ESG management system.

### Risk Management Role

- Work with various business in the region to identify ESG related risks.
- Develop the appropriate strategies to address the ESG risks and their potential impacts.
- Carry out ESG risk assessments through the support of higher-level management.
- Prepare, organise, and maintain inspection records and investigates complaints and suspected violations of CSR and ESG regulation.
- Monitor follow-up actions in cases where violations were found, and reviews compliance monitoring reports.

### Qualifications and experience required in Ireland

- Mid-level candidate with at least 3 years of corporate experience.
- Bachelor's degree and above, with professional qualifications in ESG, or related European Union Standards.
- Related work experience at multi-national company or experience in Environment, Social, or Governance management.
- Working knowledge in ESG for example carbon footprint reduction or ESG auditing techniques etc.
- Experience implementing and evaluating programs, issuing recommendations etc. based on CSR and ESG.

### Competences

- Efficient in the use of word, PowerPoint, excel.
- Good training & communication skills
- Fluency in the English language
- Independent, reliable, and flexible.
- Good networking skills to liaise with other businesses, management, and employees
- Knowledgeable of the ESG sector
- Operations ESG background would be beneficial, including Non-Financial Report preparation

### Compensation

- Competitive
- Negotiable, as per prior experience of candidate.

## Who is this program for?

This programme is for:

Managers or employees who want to develop their knowledge of the corporate sustainability and ESG agenda and how businesses need to respond to European Union regulations. This could include newly appointed members of a sustainability team or those from other functions who have a role to play in implementing their company's sustainability strategy.

This programme is not aimed at those working in financial services who need to understand sustainable finance, ESG investing and related topics such as the Sustainable Finance Disclosure Regulation (SFDR). People seeking training on these topics should seek out a specialist sustainable finance course.

## TRAINING PROGRAM ENTITLED „SUSTAINABLE DEVELOPMENT - ESG MANAGEMENT“

A FRAMEWORK HAS BEEN DEVELOPED FOR A TRAINING PROGRAMME ENTITLED „SUSTAINABLE DEVELOPMENT - ESG MANAGEMENT“:

- Introduction to sustainable development and ESG management.
- Analysis of the risks and opportunities associated with sustainable development and ESG management.
- Sustainable business strategy and its impact on financial performance.
- Managing sustainable supply chains.
- Analysis of the impact of ESG activities on employee engagement and organisational culture.
- ESG communication and reporting to investors and stakeholders.
- Innovations related to sustainable development and ESG management.
- Practical ESG management tools and models.
- Sustainable investing and financing.
- Business ethics and corporate social responsibility.

It should be emphasised, it is also a good idea to include in the educational material, an example of the specific industry in which the company operates.

### Target groups


GROUPS depending on level of experience and responsibilities:


- High-level executive training - aimed at those in the most senior positions in the organisation, such as directors, CEOs or board members. Training topics may include more advanced topics such as sustainability strategy, ESG investments, integration of sustainability into business models, etc.
- Middle management training - aimed at people in managerial positions such as team leaders, managers, department heads. Training topics may include more practical issues such as implementation of departmental sustainability strategies, ESG risk management, ESG data analysis, reporting, etc.

# INTRODUCTORY PROGRAMME FOR MIDDLE MANAGEMENT

## MODULE 1: INTRODUCTION TO SUSTAINABLE DEVELOPMENT AND ESG

 **Duration:** 16 hours

 **Description:** This module introduces participants to the concept of sustainability and ESG (Environmental, Social, Governance) issues. Participants will acquire an understanding of the relevance of these issues for business and their impact on the functioning of organisations. They will also learn what tools and methods are used in practice to monitor and manage ESG issues.

 **Training objective:** The objective of the training is to introduce participants to the concept of sustainability and ESG issues. Participants will gain an understanding of the importance of ESG issues for business and society and learn to use tools and methods to monitor and manage ESG issues in practice.

 **Programme content:**

- Introduction to sustainability and ESG issues
- Importance of ESG issues for business and society
- Tools and methods for monitoring and managing ESG issues
- Practical applications of ESG in business

 **Teaching methods:**


- Lecture
- Group discussion
- Case study
- Practical exercises


 **Learning outcomes:**

- To understand the concept of sustainability and ESG concepts and their impact on business and society.
- To gain knowledge of the tools and methods used to monitor and manage ESG issues in practice.
- To be able to identify and act on risks and opportunities arising from ESG issues for organisations.
- To be able to integrate ESG issues into the business strategy and daily practices of the organisation.
- Awareness of the importance of a responsible approach to business and sustainability for the long-term success of the organisation.
- Ability to work with other team members to implement practical solutions related to ESG issues.
- Develop analytical and decision-making skills in relation to ESG issues.

## MODULE 2: ENVIRONMENTAL MANAGEMENT AND CLIMATE ISSUES

 **Duration:** 16 hours

 **Description:** This module focuses on environmental and climate management issues. Participants will gain an understanding of the environmental impact of an organisation's activities and the tools and methods for managing environmental issues. They will also learn about the challenges posed by climate change and the consequences of an organisation acting irresponsibly in this regard.

 **Training objective:** The aim is to present the environmental impact of business activities and how to manage environmental issues in a company and to present current climate challenges and how companies can make changes to contribute to improvements.

### **Programme content:**

- Environmental impact of the organisation's activities. Environmental impact of business activities: GHG emissions, energy consumption, waste management.
- Tools and methods for managing environmental issues
- Climate and climate change issues: climate change, its causes and impacts, greenhouse gas emission reduction targets, the role of companies in reducing emissions and achieving climate targets, good climate management practices.
- Consequences of irresponsible climate actions by organisations
- Effective strategies for managing environmental and climate issues. Environmental management in the company: sustainability concept, environmental policy, certifications and standards, reporting and environmental impact assessment.

### **Teaching methods:**


- Lecture
- Group discussion
- Case study
- Practical exercises


### **Learning outcomes:**

- To gain knowledge of the impact of the organisation's activities on the environment and how to manage environmental issues
- To learn about the challenges of climate and climate change and the consequences of irresponsible action by organisations in this regard
- To understand the need for effective strategies to manage environmental and climate issues
- To be able to apply environmental management tools and methods in practice
- Awareness of the organisation's role in environmental and climate impact reduction activities
- Ability to identify and manage risks associated with environmental and climate issues in the organisation
- Ability to develop effective strategies for environmental and climate change action in the organisation.

## MODULE 3: FUNDAMENTAL ASPECTS OF SUSTAINABLE DEVELOPMENT IN A BUSINESS CONTEXT

 **Duration:** 16 hours

 **Description:** The module is an introduction to the basic concepts of sustainability and an understanding of their relevance to business. The module includes a discussion of the three dimensions of sustainability: economic, social and environmental and how they relate to each other. Participants will learn about the benefits to business of implementing sustainable practices and what tools and methods can be used to do so. The module includes numerous examples of companies that successfully implement sustainable practices and discusses the key challenges of implementing sustainability in business.

 **Training objective:** The aim of the module is to introduce the basic concepts of sustainability and show what the business benefits of implementing sustainability are and to present the key issues related to the concept of sustainability and how they can be implemented in a company.

### **Programme content:**

- The concept of sustainability: definition and basic aspects, the concept of the three pillars of sustainability (economic, social and environmental), key sustainability challenges.
- Business benefits of sustainability: increased efficiency and savings, improved corporate image, increased attractiveness to employees and investors, reduced regulatory and legal risks, access to new markets and customers.
- Economic aspects of sustainability: implementing sustainability-oriented business strategies, investing sustainably, managing sustainability risks, developing green products and services.
- Social aspects of sustainability: nurturing good relations with employees, the local community and stakeholders, developing corporate social responsibility programmes, countering discrimination, promoting diversity and inclusion.
- Environmental aspects of sustainable development: environmental management, reduction of greenhouse gas emissions and other pollutants, sustainable use of natural resources, development of innovative environmental technologies.


### **Learning outcomes:**


- Understanding of the basic concepts of sustainability and the concept of the three pillars of sustainability (economic, social and environmental)
- Ability to identify key sustainability challenges and how to implement them in the company
- Knowledge of the business benefits of sustainability, such as increased efficiency and cost savings, improved corporate image, increased attractiveness to employees and investors, reduced regulatory and legal risks and access to new markets and customers
- Knowledge of the economic aspects of sustainability, including the implementation of sustainability-oriented business strategies, sustainable investing, sustainability risk management and the development of green products and services
- Knowledge of the social aspects of sustainability, such as nurturing good relations with employees, the local community and stakeholders, developing corporate social responsibility programmes, countering discrimination and promoting diversity and inclusion
- Knowledge of environmental aspects of sustainable development, such as environmental management, reduction of greenhouse gas emissions and other pollutants, sustainable use of natural resources and development of innovative environmental technologies



## MODULE 4: SUSTAINABLE BUSINESS STRATEGY AND ITS IMPACT ON FINANCIAL PERFORMANCE

 **Duration:** 16 hours

 **Description:** The module aims to introduce participants to the concept of sustainable business strategy and how it impacts on a company's financial performance. Participants will have the opportunity to learn about the key elements of a sustainable business strategy, discuss the benefits of implementing it and learn about the tools that support its implementation. The module will also cover the reporting and presentation of financial performance in the context of a sustainable business strategy and the practicalities of implementing the strategy. A summary of the module will cover the key elements of a sustainable business strategy and its impact on financial performance, as well as examples of good practice.

 **Training objective:** The aim of the module is to familiarise participants with the concept of sustainable business strategy and its key elements, to outline the ways in which sustainable business strategy impacts on a company financial performance, and to discuss tools to put sustainable business strategy into practice.

### Programme content:

1. Introduction to sustainable business strategy:
  - Definition of the concept and its relevance to business.
  - Key elements of a sustainable business strategy.
  - Examples of companies that successfully implement a sustainable strategy.
2. Impact of sustainable business strategy on financial performance:
  - Outline the benefits of implementing a sustainable business strategy.
  - Analyse the impact of a sustainable strategy on company profitability.
  - Discuss issues related to reporting and presenting financial performance in the context of a sustainable business strategy.
3. Tools to support the implementation of a sustainable business strategy:
  - Presentation of the various tools and methodologies that assist in the implementation of a sustainable business strategy.
  - Discuss their advantages and disadvantages and how to use them.
  - Examples of companies that successfully use tools to support a sustainable business strategy.
4. Practical aspects of implementing a sustainable business strategy:
  - Discuss issues related to the implementation of a sustainable business strategy in practice.
  - Presentation of examples of companies that have successfully implemented a sustainable business strategy.
  - Discussion of the most common challenges and barriers that companies face in implementing a sustainable strategy.
5. A summary of the key elements of a sustainable business strategy and its impact on financial performance.
6. examples of good practices.


### Learning outcomes:


- To understand the concept of sustainable business strategy and its importance for business.

- To learn about the key elements of a sustainable business strategy and examples of companies that implement it successfully.
- To understand the benefits of implementing a sustainable business strategy and to analyse the impact of a sustainable strategy on business profitability.
- To be able to present financial results in the context of a sustainable business strategy.
- To understand the different tools and methodologies that help to implement a sustainable business strategy and their advantages and disadvantages.
- To learn about the practical aspects of implementing a sustainable business strategy, examples of companies that have successfully implemented it and a discussion of the most common challenges and barriers that companies face in implementing a sustainable strategy.
- Summarise the key elements of a sustainable business strategy and its impact on financial performance.
- To learn about good practices in sustainable business strategy.

## MODULE 5: ESG RISK MANAGEMENT

 **Duration:** 16 hours

 **Description:** This module focuses on issues related to the identification, analysis and management of risks associated with ESG issues. Participants will gain an understanding of the tools and techniques used to assess risks related to ESG aspects. They will also learn how to implement effective ESG risk management strategies in their organisations.

 **Training objective:** The aim of the module is for participants to gain knowledge and skills related to the identification, analysis and management of risks related to ESG issues. Participants will learn how to use risk assessment tools and techniques and how to plan and implement effective ESG risk management strategies in their organisations.

 **Programme content:**

- What is ESG risk and why it is important for business
- Methods for identifying ESG risks
- ESG risk analysis and impact assessment
- Strategies for ESG risk management
- Practical ESG risk assessment tools and techniques
- Planning and implementing effective ESG risk management strategies in the organisation

 **Teaching methods:**


- Lecture
- Group discussion
- Case study
- Practical exercises


 **Learning outcomes:**

- To gain an understanding of ESG concepts and their impact on business risk.
- To become familiar with the different types of ESG risks, such as climate risk, social risk or governance risk
- To understand the tools and techniques used to identify and assess ESG risks.
- To be able to plan and implement effective strategies to manage ESG risks in an organisation.
- To learn about examples of good practice and effective solutions in ESG risk management.
- To learn about the factors that influence ESG risk levels in different industries and sectors of the economy.

## MODULE 6: MANAGING CORPORATE SOCIAL RESPONSIBILITY INCLUDING DIVERSITY AND INCLUSION IN THE WORKPLACE

 **Duration:** 16 hours

 **Description:** Moduł ten skupia się na kwestiach związanych z identyfikacją, analizą i zarządzaniem społeczną odpowiedzialnością w miejscu pracy zgodnie z dyrektywą CSRD oraz ESG w oparciu o uwzględnienie różności i różnorodności w miejscu pracy oraz włączeniem społecznym (Diversity and Inclusion). Uczestnicy zdobędą wiedzę na temat narzędzi i technik wykorzystywanych do oceny stopnia wdrożenia i oceny przepisów prawnych funkcjonujących w miejscu pracy.

 **Training objective:** Celem modułu jest zdobycie przez uczestników wiedzy i umiejętności związanych z identyfikacją, analizą i zarządzaniem społeczną odpowiedzialnością w miejscu pracy zgodnie z dyrektywą CSRD oraz ESG w oparciu o uwzględnienie różności i różnorodności w miejscu pracy oraz włączeniem społecznym (diversity and inclusion). Uczestnicy nauczą się również, jak wdrożyć skuteczne strategie zarządzania multikulturowym zespołem w odniesieniu do różnorodnych kompetencji twardych i miękkich swoich zespołów.

### **Programme content:**

- What is diversity and inclusion in the workplace?
- CSRD and ESG directives focusing on the social aspect of organisations (corporate social responsibility).
- Promoting and supporting diversity in the workplace as an important aspect of good people management practices.
- The benefits of a diverse workforce and diverse teams.
- How to create a welcoming workplace?
- European Union legislation on the nine characteristics of diversity (nine characteristics). Standards for effective diversity policies in the workplace, based on CSRD and ESG directives.
- Strategies for managing a diverse team, taking into account soft and hard skills of employees.
- Inclusion strategies with consideration of anti-discrimination legislation in the workplace.

### **Teaching methods:**

- Lecture
- Group discussion
- Brainstorming
- Workshop
- Presentations
- Case study
- Practical exercises

### **Learning outcomes:**

- To understand why ESG is at the top of the global agenda and its relevance to diversity and inclusion policies in the workplace.
- To gain an understanding of the key concepts of diversity and inclusion in the workplace.
- To learn about the tools used by organisations as a form of counter action to human rights abuses and discrimination in the workplace.

- To gain knowledge of corporate diversity and inclusion strategies in the workplace.
- To learn how to implement strategies in line with the Sustainable Development Goals.
- To become familiar with reporting standards, frameworks, certifications, directives, regulations, laws and ESG assessments that are commonly used in the workplace.
- Understand what diversity and inclusion is in the workplace and what it entails to effectively promote and implement inclusion.
- Understanding the behavioural differences between people in the context of diversity. Manager competencies in the context of supporting diverse teams.
- To learn how to deal with conflict in a diverse workplace.
- To learn about self-development and self-improvement of interpersonal and intrapersonal soft skills. Managing conflict in a diverse team.
- To learn how to address diversity and inclusion issues in the workplace. Poznanie sposobów na rozwiązywanie problemów związanych z różnorodnością i włączeniem społecznym w miejscu pracy.



# INFORMATION FOR TEACHERS

## FORMS OF ACTIVITIES

- lectures
- exercises
- workshops
- seminars
- debates

## WORKING METHODS

- lecture combined with multimedia presentation
- workshop method - individual work, work in small teams.
- case study
- simulations, including business simulations
- brainstorming
- decision tree
- discussion
- demonstration with explanation

## TEACHING RESOURCES AND MATERIALS

- computer/laptop/smartphone
- multimedia projector
- printer
- interactive whiteboard
- web portals
- e-learning platform
- digital cameras and camcorders
- flipchart
- photographs and display boards
- multimedia presentations
- films and TV programmes
- podcasts
- textbooks and scientific and popular science publications
- tests, quizzes and questionnaires in traditional or digital form

## Evaluation tests

### TESTS FOR THE PROGRAMME:

#### MODULE 1

1. What does ESG stand for?
  - a) Ethical Standards of Business
  - b) Environmental, Social, Governance
  - c) Ecology, Society, Global Governance
  - d) European Economic Standards
  
2. What is sustainable development?
  - a) Profit-driven business model
  - b) A business model based on sustainable economic, social and environmental growth
  - c) A business model based on minimising costs
  - d) A business model based on job security
  
3. Why are ESG issues important for business?
  - a) They increase business costs
  - b) Improve the image of the organisation
  - c) Increase business risk
  - d) All of the above
  
4. What is a tool for monitoring ESG issues?
  - a) Income statement
  - b) Environmental balance sheet
  - c) Business strategy
  - d) Marketing plan
  
5. How can organisations put ESG issues into practice?
  - a) By increasing costs
  - b) By minimising risks
  - c) By increasing profits
  - d) By improving image and financial performance

## MODULE 2

1. What is environmental management?
  - a) Management of financial issues within the company
  - b) Management of environmental issues within the company
  - c) Management of marketing issues within the company
  
2. What are greenhouse gases?
  - a) Cylinder gas
  - b) Gases that cause the greenhouse effect and climate change
  - c) Butane gas used in industry
  
3. Why is it important for an organisation to manage environmental issues?
  - a) To prevent car bombs on the road
  - b) To protect the environment and improve the company image
  - c) To generate additional profits
  
4. What is an environmental policy?
  - a) A strategy for conducting company activities
  - b) Environmental regulations
  - c) Purchase plan for office equipment and supplies
  
5. What tools and methods can be used to manage environmental issues in a company?
  - a) SWOT and PESTEL analysis
  - b) Market and competition research
  - c) Environmental audit and environmental management system
  
6. What challenges does climate change pose to organisations?
  - a) Rising energy costs
  - b) Changes in market conditions
  - c) Climate change and the need to reduce greenhouse gas emissions
  
7. What are the consequences of an organisation irresponsible climate action?
  - a) Loss of profits
  - b) Increased operating costs for the company
  - c) Increased environmental and financial risks



8. What is environmental reporting and impact assessment?

- a) Preparation of financial reports
- b) Monitoring the environmental impact of the organisation's activities and publishing the results
- c) Preparation of marketing reports

9. what are greenhouse gas reduction targets?

- a) Targets for improving the financial health of the company
- b) Targets to reduce the environmental and climate impact of the organisation's activities
- c) Objectives relating to the promotion of the company's brand

10. What good practices can be applied to climate management?

- a) Reduction of greenhouse gas emissions
- b) Increase in electricity consumption
- c) Increasing waste production.





## MODULE 3

1. What are the three dimensions of sustainable development?

- a) Ecological, cultural and financial
- b) Economic, social and environmental
- c) Cultural, political and technological
- d) Social, technological and economic

2. How can the implementation of sustainable practices benefit business?

- a) By improving the company's image
- b) By increasing production costs
- c) By reducing the company's profits
- d) By introducing additional rules and regulations

3. What tools and methods can be used to implement sustainable practices in business?

- a) The concept of sustainability, certifications and standards, environmental reporting and assessment
- b) The concept of energy efficiency, single-use plastic packaging, increasing greenhouse gas emissions
- c) Lack of tools and methods to implement sustainable practices in business
- d) Only the introduction of regulations and legislation is sufficient to implement sustainable practices in business

4. What are the main challenges to implementing sustainability in business?

- a) Lack of knowledge about sustainability and what it means for business
- b) The need to increase production costs and reduce company profits
- c) Difficulties in obtaining the necessary certifications and meeting standards
- d) Challenges related to the availability and use of natural resources

5. Can the implementation of sustainable business practices contribute to improving people quality of life and protecting the environment?

- a) Yes, implementing sustainable practices can contribute to improving people quality of life and protecting the environment
- b) No, the implementation of sustainable practices has no impact on the quality of people lives and the protection of the environment
- c) Only in some cases can the implementation of sustainable practices contribute to improving people quality of life and protecting the environment
- d) It is not known whether the implementation of sustainable practices can contribute to improving people quality of life and protecting the environment

## MODULE 4

1. What is a sustainable business strategy?

- a) A strategy aimed only at generating profit
- b) A strategy that simultaneously addresses economic, social and environmental objectives
- c) A strategy focused on achieving social objectives

2. What are the benefits of implementing a sustainable business strategy?

- a) Improved financial performance, increased customer and employee satisfaction, reduced negative environmental impact
- b) Improved financial performance and increased sales
- c) Increased profits and reduced production costs

3. What tools allow you to implement a sustainable business strategy?

- a) SWOT and PESTEL analysis
- b) Environmental audit and environmental management system
- c) Both answers are correct

4) What issues are raised in the context of reporting and presenting financial results in the context of a sustainable business strategy?

- a) Financial results only
- b) Financial results and results related to social and environmental objectives
- c) Social and environmental performance only

5) What practical aspects should be taken into account when implementing a sustainable business strategy?

- a) Consideration of stakeholder views, implementation of tools to measure and monitor progress, regular evaluation of performance
- b) Focusing on profit generation, introducing new products and services
- c) Increasing staff productivity

## MODULE 5

1. What tools and techniques can be used to assess ESG risks?
  - a. SWOT analysis
  - b. Cost-benefit analysis
  - c. Environmental impact analysis
  - d. All of the above
  
2. What does the ESG risk management strategy include?
  - A. Identification, analysis and management of risks related to ESG aspects
  - B. Only the analysis and identification of risks related to ESG aspects
  - C. ESG aspects risk management only
  
3. what does E stand for in the abbreviation ESG?
  - a. Environment
  - b. Ethics
  - c. Economic
  
4. What are the benefits associated with implementing an effective ESG risk management strategy?
  - a. Improved financial performance and reputation of the company
  - b. Increased operating costs and reduced profits
  - c. Improving financial performance only
  
5. which of the following is not related to ESG?
  - a. The environmental impact of the company
  - b. Ethical behaviour of the company towards employees
  - c. The amount of taxes the company pays to the state

## MODULE 6

1. Inclusion in the workplace is:

- a) Where people's differences are valued and used to enable everyone to thrive at work
- b) Where people's differences are not valued and not used to enable everyone to thrive at work
- c) Where people's differences are problematic for management

2. Diversity in the workplace:

- a) is only recognising difference
- b) is acknowledging the benefit of having a range of perspectives in diverse environment
- c) is, that we all have multiple, overlapping identities that impact on our experience

3. What are the distinct grounds covered by discrimination law?

- a) gender, family status, age, disability, race
- b) colour/nationality/ethnic or national origin
- c) gender, civil status, family status, sexual orientation, religion, age, disability, race (including colour/nationality/ethnic or national origin) and membership of the Traveller community

4. Differences:

- a) include visible and non-visible factors, for instance, personal characteristics such as background, culture, personality, work-style, accent, and language.
- b) include visible factors such as race, skin colour, ethnic or national origin
- c) include non-visible factors such as age, sexual orientation, religion, disability

5. Discrimination at the workplace can:

- a) Impact an individual's wellbeing, performance at work and intention to stay, adversely affect employment opportunities and result in failure to recognise skills-based abilities, potential and experience.
- b) Result in significant legal costs, compensation and settlements paid to avoid defending expensive discrimination claims.
- c) All above

## LESSON PLAN - TEMPLATE

1. Target group: .....
2. Training module: .....
3. Training topic: .....
4. Delivery time: .....
5. Main objective: .....

Is included in the course programme and refers to the preparation of participants to perform specific functions, carry out specific tasks, provide professional development in a specific area.

### 6. Operational objectives:

a. Memorization of knowledge (participant knows):

.....

b. Understanding of knowledge (participant understands):

.....

c. Applying knowledge (participant can,/knows):

.....

d. Attitude formation (participant is ready for/is oriented towards/is aware of):

.....

Specific objectives are included in the programme of the individual training modules and describe the achievements of the participants after the training. They indicate the benefits for the participants; they should build in the participants a vision of themselves. They define who the participants will be, what they will gain, how they will change, what they will be able to do.

### 7. Working methods:

.....

The selection of methods should be based on the following principles: the participants should learn by doing, the methods should be attractive for the participants and adequate to their level of knowledge and skills, the selection of methods depends on the content they are to implement. Examples of working methods: case study, situational method, simulation games, decision tree, lecture, discussion, description, multimedia presentation, individual exercises, group workshops, brainstorming.

### 8. Teaching resources and training materials:

.....

Teaching resources are all kinds of objects used during classes to enhance the training process and help achieve the best possible learning outcomes. Examples of teaching resources: computer/laptop/smartphone, overhead projector, interactive whiteboard, digital camera, digital camera, flipchart, charts; audios, digital media including presentations, videos, podcasts, digital quizzes. Training materials can be in electronic or traditional (printed) form.

### 9. A description of the training course including the duration of each stage: The planning of the activities should be based on a course syllabus, including a set of objectives, the thematic scope of the activities and a list of learning outcomes concerning the knowledge, skills and attitudes that the participant should have at the end of a specific stage of the training. You should plan your work with participants in such a way as to enable each of them to actively participate in the training.

a. preliminary stage [stating the topic, objective and planned activities]

.....  
duration: .....

b. main stage [in the case of lecture activities: stating the contents of the activity, defining the difficulties in acquiring knowledge, formulating problems, giving issues for discussion; in the case of workshop activities: discussing the rules of performing exercises, demonstration with explanation, trial performance of tasks by participants under the supervision of the tutor, observation of performance of implementing exercises; assessment of mastering knowledge and skills].....

duration: .....

c. final stage [summing up the course, systematising, repetition and consolidation of the acquired knowledge and skills, in the case of exercises set to be performed during the course - comparison of the obtained results with the aim and plan of the course, if necessary a task to be performed individually].

.....  
duration: .....

**10. Evaluation**

.....  
Evaluation of the effects of the conducted training: to what extent the set goals were achieved; the degree of knowledge and skills acquisition of the participants; what is the usefulness of the training for the participants; what is the level of satisfaction of the participation in the training; what are the needs and expectations of the participants for the future. Choice of evaluation form: self-evaluation (self-assessment), ex-ante evaluation, ex-post evaluation. Evaluation tools: questionnaires, knowledge tests, observation of acquired skills, simulation, interview, evaluation of organisational effectiveness increase.



## SAMPLE LESSON PLAN

1. Target group: Middle management
2. Training module: Diversity and Inclusion in the workplace
3. Training topic: Introduction – definitions and terminology on Diversity and Inclusion in the workplace
4. Delivery time: 1 hour
5. Main objective: To learn about basic concepts and definitions related to diversity in the workplace
6. Operational objectives
  - a. the participant knows the terms diversity, inclusion, Corporate Social Responsibility (CSR), Environmental Social Governance (ESG), sustainable leadership
  - b. the participant understands the terms sustainability, sustainable business, Corporate Social Responsibility (CSR), Environmental Social Governance (ESG), sustainable leadership, discrimination, inclusion, diversity, diversity in the workplace
  - c. the participant is able to prepare examples of CSR activities of the company involving employees / staff from different backgrounds
  - d. the participant is able to motivate others in favour of CSR and ESG and against discrimination
7. Working methods:  
Lecture with multimedia presentation, conversation, discussion, brainstorming
8. Teaching and learning materials:  
Equipment for multimedia presentation (projector, laptop, flipchart, markers)
9. Course of training
  - I. Introductory stage - 10 minutes.
    - Presentation of the objective of the class and the thematic scope.
    - Presentation of planned activities:
    - Presentation of the thematic content in a lecture format by means of a multimedia presentation and explanation,
    - Questions and answers
    - Summary.
  - II. Main stage - 40 minutes  
Activity content:
    - What is diversity and Inclusion in the workplace?
    - What is meant by sustainable business and inclusion in the workforce?
    - The term Corporate Social Responsibility (CSR), Corporate Social Responsibility Directive (CSRD),,
    - The concept of Environmental Social Governance (ESG) - the link between social inclusion and anti-discrimination based on ESG
    - Short discussion, brainstorming, opportunity to ask questions, answers.
  - III. Final stage - duration: 10 minutes.
    - Summary of the class, systematisation, repetition of the essential content.
    - Task for individual work: prepare examples of CSR activities for the selected industry and the form and type of activity.

# Evaluation

Ex-ante online survey - made available for participants to complete before the training.  
Ex-post online survey - made available for participants to complete after the training.  
Content of survey - form below:

Name: .....

## EX-ANTE SURVEY / EX-POST SURVEY

Training: Basic definitions and terminology on sustainable leadership, diversity and inclusion in the workplace - MID-Level- Management

Please indicate your answers to the following questions on a scale of 1 to 5, where:  
1 - means very poor, 2 – poor, 3 – average, 4 high, 5 – very high.

1. How would you rate your level of satisfaction in joining the training?

1	2	3	4	5
---	---	---	---	---

2. How would you rate the usefulness of the topics covered in the sustainable leadership training?

1	2	3	4	5
---	---	---	---	---

3. How do you assess your knowledge and understanding of:  
a/ the definition of sustainability?

1	2	3	4	5
---	---	---	---	---

b/ term: sustainable business?

1	2	3	4	5
---	---	---	---	---

c/ term: Corporate Social Responsibility Directive (CSRD)?

1	2	3	4	5
---	---	---	---	---

d/ term: Environmental Social Governance (ESG)?

1	2	3	4	5
---	---	---	---	---

e/ term: social inclusion?

1	2	3	4	5
---	---	---	---	---

4. How do you assess your knowledge and understanding of::

a/ the social area of ESG?

1	2	3	4	5
---	---	---	---	---

b/ the social area of CSR?

1	2	3	4	5
---	---	---	---	---

c/ c/ ESG governance area?

1	2	3	4	5
---	---	---	---	---



5. How do you assess your skills in:

a/ analyse the differences between CSR and ESG?

1	2	3	4	5
---	---	---	---	---

b/ analysis of examples of CSR activities in your company?

1	2	3	4	5
---	---	---	---	---

c/ explain the terms CSR, ESG, CSRD sustainable business, sustainable leadership effectively yourself?

1	2	3	4	5
---	---	---	---	---

6. To what extent do you think participation in the training will influence::

a/ your knowledge and understanding of the concepts: CSR, ESG, sustainable business, sustainable leadership, social inclusion?

1	2	3	4	5
---	---	---	---	---

b/ your ability to explain the concepts: CSR, ESG, sustainable business, sustainable leadership, social inclusion effectively yourself?

1	2	3	4	5
---	---	---	---	---

c/ willingness to expand competences in the training topics?

1	2	3	4	5
---	---	---	---	---

7. How do you assess your opportunities and aptitude for CSR and ESG and anti-discrimination in the workplace?

1	2	3	4	5
---	---	---	---	---

8. to what extent will your participation in the project influence your self-assessment of your knowledge, skills and attitudes towards the subject matter of the training?

1	2	3	4	5
---	---	---	---	---

Scoring scale:

1. 18-36 - negative score, participant must review all materials,
2. 37-54 - unsatisfactory score, the learner must return to the elements identified in the assessment,
3. 55-72 - good score - the course material can serve as a refresher and a source of inspiration,
4. 73-90 - very high score.

## GLOSSARY

**CSR** - Corporate Social Responsibility (CSR) is a management strategy whereby companies voluntarily take into account social interests, environmental aspects or relations with various stakeholder groups, especially employees, in their operations. Being socially responsible means investing in human resources, in environmental protection, in relations with the company environment and in communicating these activities, which contributes to the company competitiveness and the formation of conditions for sustainable social and economic development.

Source: <https://www.parp.gov.pl/csr>

**CSRD** - Corporate Sustainability Reporting Directive (CSRD) was published in December 2022. Member states have 18 months to implement the directive's provisions into national law. According to it, all large entities and small and medium-sized listed companies will present information on: environmental, social and human rights issues and corporate governance in their management report. This information will be reported according to the Common European Sustainability Reporting Standards (so-called ESRS). Simplified ESRS will be developed for small and medium-sized listed companies.

Source: <https://www.gov.pl/web/finanse/dyrektywa-o-sprawozdawczosci-przedsiębiorstw-w-zakresie-zrownowazonego-rozwoju-juz-opublikowana>

**ESG** - the Agenda for Sustainable Development is a direction and concept of socio-economic development based on informed decisions, i.e. decisions that take into account not only the economic aspect (while not limited to profit), but also the social aspect of a high quality of life, health and well-being with social justice, the environmental aspect of maintaining the earth capacity to sustain life in all its diversity and broader corporate governance, all of which are mutually supportive. o Regulation (EU) 2020/852 of the European Parliament and of the Council on establishing a framework to facilitate sustainable investment, commonly referred to as the EU Taxonomy (a.k.a. EU systematics)

Important Documents:

Regulation (EU) 2020/852 of the European Parliament and of the Council on establishing a framework to facilitate sustainable investment, commonly referred to as the EU Taxonomy (a.k.a. EU systematics)

The Corporate Sustainability Reporting Directive of the European Parliament and of the Council (EU) CSRD 2022/2464.

The first document refers to investments that are expected to be sustainable and provide a significant contribution to one or more of the six environmental objectives.

And the second for activities and mandatory publication (so-called non-financial reporting), which must include information from three scopes. Environmental E (Environmental) - related to the natural environment (including climate impacts). Social S (Social) - related to the people the organisation impacts, i.e. employees, colleagues, supplier employees, customers, the local community and society. G (Governance) - related to governance.

Source: <https://www.parp.gov.pl/component/content/article/83679:co-to-jest-esg-i-jak-realizacja-celow-zrownowazonego-rozwoju-moze-wplynac-na-prowadzenie-twojego-biznesu>

**SUSTAINABLE DEVELOPMENT** - The concept of sustainable development is aptly captured in a sentence from the 1987 Report of the World Commission on Environment and Development 'Our Common Future' - sustainable development is development in which the needs of the present generation can be met without diminishing the chances of future generations to meet them.

Source: <https://www.gov.pl/web/rozwoj-technologie/zrownowazony-rozwoj>

**HIGH LEVEL MANAGEMENT** – Top Management: the highest level of management is responsible for the overall management of the company, it makes strategic decisions, determines the development of the company in the long term. The decisions taken are related to the effective use of the organisation's resources. The top management represents the narrowest class of the whole collective of managers. Their work is highly complex. Positions classified as top management include president, vice-president, chief executive officer.

Source: Encyclopedia of Management [https://mfiles.pl/pl/index.php/Kadra\\_kierownicza](https://mfiles.pl/pl/index.php/Kadra_kierownicza)

**MEDIUM LEVEL MANAGEMENT - (Tactical Level)** - The middle management are the managers of the business units who are responsible for implementing the objectives and strategies developed at the top management level. Managers at this level also perform advisory functions to the top level, while at the same time being responsible for the managed business unit and the scope of work assigned to it, even if these relate to the entire enterprise. Depending on the size of the organisation, this group of managers may include one or even several management levels. Managers at this level of management make tactical decisions related to the overall functioning of the organisation from the technical, financial, organisational and personnel side. The decisions taken concern medium and near-term time frames. Tactical decisions are the translation of objectives set at a higher level of management into a technique and method for performing a task whose implementation takes place at a lower level of management. In most organisations, middle management is the most numerous group of managers. Middle management positions include, but are not limited to: deputy director, plant manager, chief engineer, accountant

Source: Encyclopaedia of Management [https://mfiles.pl/pl/index.php/Kadra\\_kierownicza](https://mfiles.pl/pl/index.php/Kadra_kierownicza)

**SWOT** - SWOT analysis is a tool for the internal analysis of a company and its environment in order to optimise its management strategy or build a new strategic plan. The subject of the analysis can be an organisation, a project or an investment, as well as any event in the company activity. The main objective of the analysis is to determine the current position of the object under study and its prospects, and with it the best strategy to follow. The name SWOT itself comes from the first letters of the words of the factors classifying the company capabilities: Strengths (mocne strony organizacji, które należy wykorzystać będą sprzyjać jej rozwojowi, a w chwili obecnej pozytywnie wyróżniają organizację w otoczeniu; są przewagą w stosunku do konkurencji);

- Strengths (the organisation) strengths, which, properly used, will promote its development and, at present, positively distinguish the organisation in the environment; they are an advantage in relation to the competition);
- Weaknesses (weaknesses of the organisation, which if not eliminated or if their impact is not mitigated, will hinder the organisation) development; they may be: lack of sufficient qualifications, task division, poor work organisation or lack of other resources);
- Opportunities (conditions which, if skilfully exploited, may positively influence the company) development);
- Threats (threats - factors not currently paralysing the functioning of the organisation, but which may be a threat to the company) efficiency in the future).

Source: <https://www.iso.org.pl/uslugi-zarzadzania/wdrazanie-systemow/zarzadzanie-strategiczne/analiza-swot/>

**STAKEHOLDERS** - this concept was introduced by the Stanford Research Institute in 1963 and initially referred to groups without whose support an organisation would cease to exist. This thought was developed further in the 1970s, primarily by R. Ackoff- one of the representatives of the systems approach. Later in the 1980s, the subject was addressed, together with his colleagues, by R.E. Freeman. According to them, in a broader sense, stakeholders are any organisations or individuals who participate in the creation of a project (take an active part in its implementation) or who have a direct interest in the results of its implementation. Stakeholders can influence an organisation

Source: Encyclopaedia of Management <https://mfiles.pl/pl/index.php/Interesariusze>

**PESTEL** – an analysis aimed at assessing the macroeconomic environment of a company. Helps in making strategic decisions for the company e.g. entering a new foreign market It is also helpful in making long-term plans, developing a SWOT analysis as it indicates the opportunities and threats of the company. (E. Kuklińska, D. Masłowski, M. Dendera-Gruszka 2018)

It consists of describing the influences on any organisation, the political, economic, social, technological, environmental and legal areas in which the organisation operates. This analysis is helpful in the preparation of strategic development plans, which often forces one to look at one's institution in terms of its processes. (D. Rebech. M. Wójtowicz-Kowalska 2016)

The PESTEL analysis is an extension of the PEST (Political, Economic, Social, Technological) analysis.

There are six factors (PESTEL factors):

- Political

- Economic
- Social
- Technological
- Environmental
- Legal

Source: Management Encyclopaedia <https://mfiles.pl/pl/index.php/PESTEL>

**DIVERSITY MANAGEMENT** - a workforce management strategy that sees diversity in the workplace as one of the key resources of an organisation, contributing to its growth and business goals. D.A. Thomas defined diversity management as the aggregate effect of a sub-system of human resource management, including recruitment, compensation, performance appraisal, employee development and individual management behaviour aimed at achieving competitive advantage through leadership and teamwork

Source: Sznajder A., Guide to Diversity Management, W&B, Warsaw 2013

**INCLUSION** - is about including people who are different, diverse or unusual in the life and work of the company. It is also about creating a working environment that allows people to be themselves within the organisation.

Source: <https://icomms.pl/inclusion-w-miejscu-pracy-o-co-tak-naprawde-chodzi/>

**SOCIAL INCLUSION** - the process of integrating individuals, groups or social categories (e.g. people with disabilities) into the functioning of wider society. It is the opposite phenomenon to exclusion (social exclusion, marginalisation).

Source: Atlas of good practices of social and professional inclusion, „European Federation of Ethical and Alternative Banks, Foundation for Social and Economic Initiatives”, 2011.

**DISCRIMINATION** - It is a phenomenon that occurs when a person, on the basis of sex, race, ethnic origin, nationality, religion, belief, worldview, disability, age or sexual orientation, is treated less favourably than another person would be treated in a comparable situation.

Discrimination is treating people differently for some reason that is inappropriate in the objective justification of the situation. Discrimination can also be understood as oppressing, disadvantaging entities or groups on the basis of gender, origin, religious, national or racial affiliation. Discrimination comes from the Latin word „discriminatio” and means selective assessment and differential treatment. The word is the opposite of equality. It is important to apply the same criterion to all members of a category of actors who share a common characteristic and to assess them on an equal basis. The principle of equality states that „everyone is entitled to what the law admits” (ed. Prof. Z. Niedbała 2011).

Source: Encyclopaedia of Management <https://mfiles.pl/pl/index.php/Dyskryminacja>

**DZIAŁANIA ANTYDYSKRYMINACYJNE** - actions with the clear objective of counteracting discrimination. One of the fundamental principles of labour law is the principle of equality, which states that employees have equal rights by virtue of performing the same duties equally, which applies in particular to equal treatment of men and women in employment (Article 112 of the Labour Code). On the other hand, according to the principle of prohibition of discrimination, any discrimination in employment, direct or indirect, in particular on the grounds of sex, age, disability, race, religion, nationality, political beliefs, union membership, ethnic origin, religion, sexual orientation, employment for a definite or indefinite period of time, full-time or part-time employment - is unacceptable (Article 113 of the Labour Code).

Source: <https://poradnikpracownika.pl/-zakaz-dyskryminacji>

**SUSTAINABLE BUSINESS** - Business sustainability is the efforts that a company makes to sustain its business, taking into account social and environmental factors and making management a responsible activity with resources. **BUSINESS SUSTAINABILITY** - The development of a business to enable it to achieve its aspirations and profits in the present without compromising its ability to achieve its aspirations and profits in the future. Such enterprise develop-

ment must be long-term and must take place in such a way that the enterprise can also be successful in the future. Also, the achievement of the current competitive advantage must not prevent it from being achieved in the future.

Source:

A. Witek-Crabb: Sustainable development of enterprises - more than eco-development [in:]

H. Brdulak (ed.), Sustainable development of enterprises and relations with stakeholders.

Warsaw: Oficyna Wydawnicza SGH, 2005.

**SUSTAINABLE LEADERSHIP** - The concept of Sustainable Leadership, or Sustainable Leadership in English, has obviously found its way into our list as the kind of leadership approach that gives us the opportunity to develop sustainably with the interests of different parties and the environment in mind.

#### **The principles of Sustainable Leadership:**

- Depth of learning and real achievements rather than superficial performance;
- Long-term impact on leadership development beyond the leadership of individual leaders
- through effectively managed succession;
- Broad influence where leadership becomes a distributed responsibility;
- Fairness in ensuring that leadership actions do not harm others;
- Diversity that replaces standardisation and alignment with diversity and consistency;
- Drawing on resources to preserve and regenerate the energy of leaders against burnout;
- Conservation that builds on the best of the past to create even better conditions.

Source: Amr Sukkar Sustainability Leader in a Green Business Era A Middle East Perspective (2020)



## COMPULSORY KNOWLEDGE

- Non-financial reporting - a key element of CSR/RBC <https://www.gov.pl/web/fundusze-regiony/raportowanie-spoeczne>
- ESRS - European Sustainability Reporting Standards adapted by the European Commission <https://www.efrag.org/lab6?AspxAutoDetectCookieSupport=1>
- Regulation (EU) 2020/852 of the European Parliament and of the Council on establishing a framework to facilitate sustainable investment, commonly referred to as the EU Taxonomy (a.k.a. EU systematics)
- The Corporate Sustainability Reporting Directive (CSRD) 2022/2464 of the European Parliament and of the Council (EU).
- What is ESG and how can the implementation of the Sustainable Development Goals affect the conduct of business? <https://www.parp.gov.pl/component/content/article/83679:co-to-jest-esg-i-jak-realizacja-celow-zrownowazonego-rozwoju-moze-wplynac-na-prowadzenie-twojego-biznesu>
- The SFDR - (Sustainable Finance Disclosure Regulation) <https://eurlex.europa.eu/legalcontent/PL/TXT/PDF/?uri=CELEX:32019R2088&from=PL>
- Discrimination and equal rights of employees <https://www.biznes.gov.pl/pl/portal/00179>
- Diversity Charter in Poland

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