SKI.F.T. – SKILLS FOR TRANSITION

# D.2.3. Report on the third transnational capacity-building seminar in Warsaw, Poland

## 18-19 February 2025

SMP-COSME-2022-SEE

Proposal number: 101126777

1. **Participants**

Profile of participants : This capacity-building meeting brought together SKI.F.T. partners (social economy intermediary organisations from Denmark, Italy and Poland as well as two European organisations) and beneficiaries of the SKI.F.T project (micro and small social economy organisations from Denmark, Italy, Poland, Greece, Spain and Turkey).

**Project partners:**

- Sara Belloi, Legacoop Emilia-Romagna (IT)
- Elsa Brander, Kooperationen (DK)
- Fabiola Di Fazio, Demetra Formazione (IT)
- Valentina Dragone, Demetra Formazione (IT)
- Robert Dziegielewski, FISE (PL)
- Urszula Fila-Kicman, FISE (PL)
- Helena Gleesborg Hansen, Kooperationen (DK)
- Erdmuthe Klaer, REVES aisbl
- Julia Koczanowicz-Chondzynska, FISE (PL)
- Rosaria Mastrogiacomo, Legacoop Emilia-Romagna (IT)
- Magda Misztal, FISE (PL)
- Michal Purol, FISE expert (PL)
- Elena Scanferla, CSA COESI (IT)
- Roberta Trovarelli, Legacoop Emilia-Romagna (IT)
- Kamila Wosinska, FISE expert (PL)
- Francesca Zaganelli, CECOP
- Laura Zambrini, Demetra Formazione (IT)

**Beneficiaries:**

- Mirko Alghisi, Il Barone Rosso (IT)
- Michele Barbieri, Il Barone Rosso (IT)
- Nicolai Bjørnstrup, FRAK (PL)
- Waldemar Chmiel, KLAVO (PL)
- Licia De Angelis, Cooperativa Biplano (IT)
- Claire Fragiadaki, Web2Learn (GR)
- Julia Goin, Valmind Sp. z o. o. (PL)
- Roberto Greco, Didaxe (IT)
- Milena Grudzinkska, Darania (PL)
- Agnieszka Iwaniak, Stowarzyszenie BORIS (PL)
- Kasia Maciag, Kooperatywa Dobrze (PL)
- Igor Manenti, Biplano (IT)

- Olga Odziemczyk, Fundacja na rzecz rozwoju i edukacji dzieci i młodzieży (PL)
- Umut Ogur, Artiblim Bilgi (TR)
- Alberto Parolini, I Sogni (IT)
- Almudena Perez, Hazlo posible (ES)
- Davide Specchio, Virtual Life (IT)
- Angeliki Tzampazi, Rhodes Project (GR)
- Joanna Wierzba, Zeroban

## 2. Objective of the meeting

This 3rd SKI.F.T. capacity-building seminar brought together SKI.F.T. partners and beneficiaries of direct financial support with the aim:

- to deepen knowledge on existing tools supporting green transition of (social economy) enterprises – with a specific focus on ESG - and therewith also

- to discuss possibilities to transform and implement (new) business models, considering also the potential of partnership and communication.

Moreover, the exchange between partners and beneficiaries was to provide further input for the finalisation of the SKI.F.T. methodology.

## 3. Programme

**18 February (Tuesday)**

| | |
|---|---|
| **9:00 – 9:15** | **Welcome coffee for everyone & a welcome address from FISE** |
| **9:15-10:45** | **Interactive capacity building exercise for project partners and invited beneficiaries, *moderated by Julia Koczanowicz-Chondzyńska, FISE President*** <br><br> **A People Bingo – icebreaker activity** <br><br> **Beneficiaries take the floor to present themselves, their enterprises&ideas** |
| **10:45-11:00** | **Coffee break** |

| | |
|---|---|
| **11:00-12:30** | **Capacity building presentation on ESG Run by the FISE's experts on ESG**<br><br>**1st Introduction to ESG - Michal Purol**<br>• **Global perspective**<br>• **How environmental and social risks affect organizations**<br>• **Benefits of ESG implementation** |
| **12:30-12:45** | **Coffee break** |
| **12:45-2:30** | **2nd ESG in a business context. Who and how will be affected by the ESG Reporting obligation – Kamila Wosińska**<br>• **Understand the key concepts: CSR vs ESG vs Sustainability in a business context**<br>• **Who is subject to the CSRD** |
| **2:30pm – 3:30pm** | **Lunch break – served in place** |
| **3:30:5:30** | **Capacity building on ESG – Workshops moderated by FISE's experts**<br><br>**Workshops**<br><br>**Workshop 1 Joint analysis of the SEEs external stakeholders and their impact (external focus) - run by Michał Purol**<br><br>**Interactive workshops, know-how exchange**<br>• **External stakeholders and their role in value building**<br>• **How to communicate and gain business partners - ESG as a market advantage**<br>• **How can ESG improve the perception of the brand?**<br><br>**Workshop 2 Reporting needs, how to communicate our best practices (internal focus) - run by Kamila Wosińska**<br><br>**Interactive workshops, know-how exchange**<br>• **ESG Reporting structure and voluntary reporting for SME**<br>• **Communicate/report what you have and want to share** |

| | |
|---|---|
| | ○ **Environment – not so difficult**<br>○ **PES is 'S' oriented – focus on it**<br><br>**Followed by:**<br>**Experience and knowledge sharing : Work in mixed groups and wrap up** |

## 4. Short Summary of the Capacity-building sessions

### *Welcome and Introductory Session*

Julia Koczanowicz-Chondzynska welcomed the participants. She presented FISE and its activities in which also green transition is steadily gaining importance.

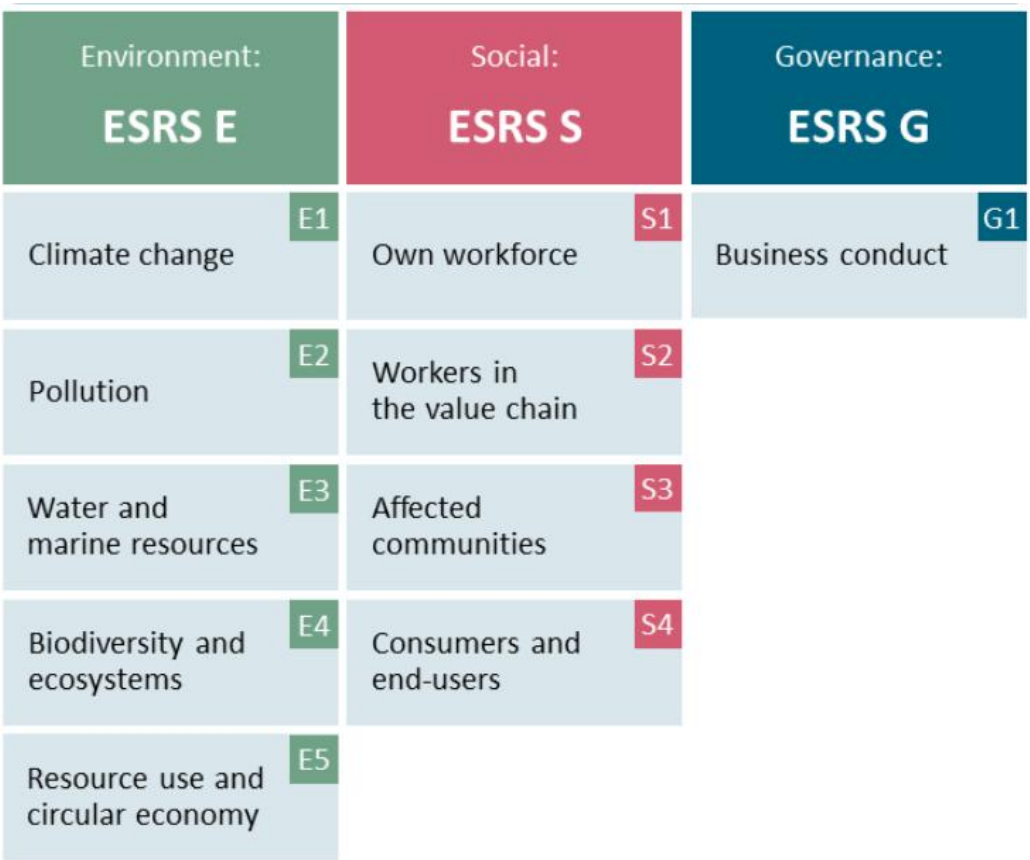
Elsa Brander shortly reminded participants of the objectives of the SKI.F.T. project and encourages beneficiaries to use the different opportunities the initiative offers to micro and small social economy enterprises, i.e. advisory and coaching sessions as well as the possibility to purchase additional support from external experts.

After a short icebreaker activity, beneficiaries were invited to shortly take the floor to present themselves and their enterprises, as well as to share their ideas on how to green the activities of their enterprises and how they used or intend to use the support provided by SKI.F.T. (both in the advisory and coaching phases as well as through FSTP).

### *Introduction to ESG*

Michał Purol, FISE's expert, Chief Sustainability Officer at UNEP/GRID-Warsaw, provided participants with an introduction into the broader context of ESG.

He pointed to the different aspects and stakeholders which are referred to by "Environment", "Social" and "Governance" as well as to the importance of considering different aspects of upstream and downstream activities of the enterprise.




*Source: Ernest&Young*

Purol then presented different type of scientific data relating to climate change and pollution (understood in its widest sense, including pollution through environmental noise, etc.) and its impact in terms of change of temperature, impact on human health, loss of biodiversity, etc.

He showed the impact of complexed value chains as they have developed over the years in the world economy, which are often hard to grasp and oversee (also statistically), not at least also with regard to risks they might entail for an enterprise.

Finally, Purol shared with the participants insights into the proven possibility of value creation through ESG practices, including the positive impact on operational performance, cost of capital, or lower investment risks.

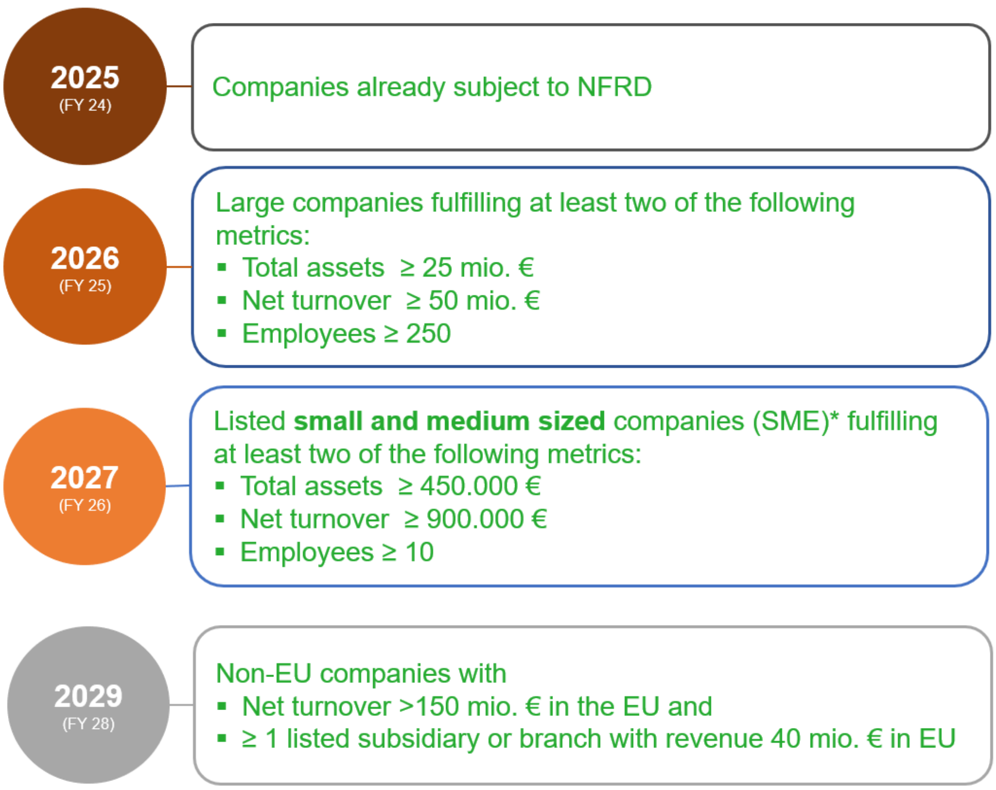
### *ESG in a business context*

Kamila Wosinska, Fise's expert, Sustainability expert in the areas of non-financial reporting, business, ESG data, provided participants with deeper knowledge regarding concepts and regulatory frameworks.

She highlighted meaning, development and the relationship of the concepts “Corporate Social Responsibility” and “ESG”: CSR refers to a company's voluntary actions to improve its impact on society and the environment, beyond what is required by law. ESG is a set of defined criteria used to evaluate a company's performance in three areas: Environment, Social, and Governance. ESG is increasingly used by investors to evaluate companies’ long-term profitability.

Wosinska then referred to the development, in recent years, of the regulatory framework around ESG, which goes back to the Millenium Development Goals (2000) and the 2030 Agenda for Sustainable Development (2015).

The Non-financial reporting directive (2014) obliges large companies with more than 500 employees to publish reports on their environmental and social impact. Different standards, protocols and other type of regulations such as the EU Taxonomy Regulation had further influence on the development of reporting practices. In 2021 the Corporate Sustainability Reporting Directive was published, which include the European Sustainability Reporting Standards as a basis for ESG. So far, the Directive applies to large and listed companies. This, however, is supposed to change over the coming years.




***Parallel Workshops***

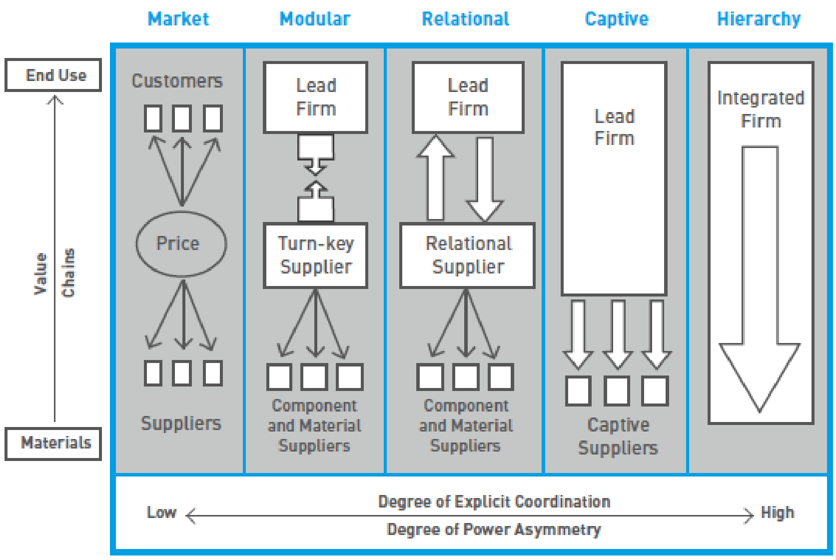
Participants were asked to choose one of two parallel workshops.

***Workshop 1 Joint analysis of the SEEs external stakeholders and their impact (external focus)***

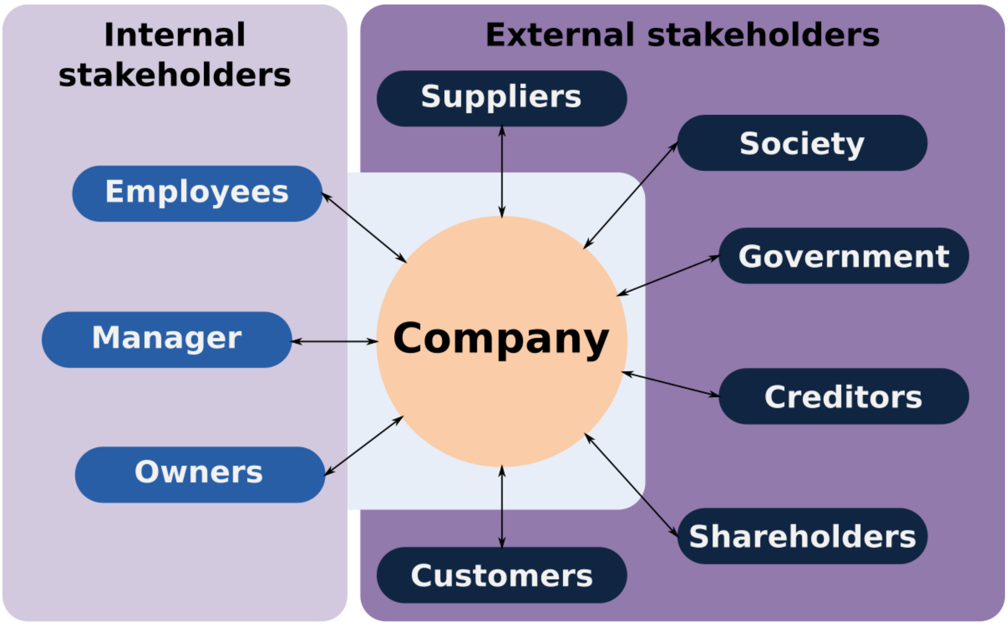
In this workshop, led by Michał Purol, participants had the opportunity to learn more about and develop, through an interactive exchange with the expert and other participants, capacities on the following aspects:

- External stakeholders and their role in value building;
- How to communicate and gain business partners - ESG as a market advantage;
- How can ESG improve the perception of the brand?

Figure 4. Five Global Value Chain Governance Types




Source: Gereffi et al., 2005.




After an introduction by the expert with a specific focus on basics regarding characteristics of the value chain (vs. supply chain), different value chain governance types and stakeholder profiles, participants were asked to:

1. Divide into groups;
2. Choose a real or imaginary organisation they would like to analyse;
3. Identify upstream and downstream stakeholders of this enterprise (focusing on external stakeholders);
4. Analyze their governance level (intensity of relationship with a specific stakeholder, possibility to change the stakeholder, etc.).

In a second step, participants were asked to identify the impact the enterprise has on the different stakeholders, and the impact the different stakeholders have. The objective here was to understand risks and possibilities in the value chain. How strong are stakeholder relations? To what extent can aspects and relations be changed to turn negative into positive impact? How to approach stakeholders on these aspects and possibilities, how to dialogue with them ?

Finally, participants were asked to carry out a SWOT analysis of the performance of their enterprise as a basis also for external communication on the sustainability efforts of the company to local communities, donors and business partners.

| ANALYZE | PREPARE | MEET |
| --- | --- | --- |
| • Check their reports around ESG.<br><br>• Check information on the website and other articles<br><br>• Check a team background that you plan to meet (find something in common)<br><br>• Analyze your strenghts and opportunities compared to your competitors and others on the market (what makes you the best option) | • Have even a simple but marketing strategy:<br><br>a. What is your storytelling<br><br>b. Who are you showing your message to?<br><br>c. Simplify your communication<br><br>d. Where are the places that you can show your organisation (conferences, meetings, business network meetings, working groups) – and what you want to achiee there?<br><br>• Show your skills, portfolio, not just a product. | During the meeting:<br><br>• Remember that you know yourself but others not necessarily so be clear and make it simple<br><br>• Be an expert but remember to speak simple so as to be understood<br><br>• Listen to the other side! Be flexible to their needs. Your presentation doesn't mean that only you speak during the meeting. |

*Image : Michał Purol : Preparing for a meeting with a potential business partner*

### *Workshop 2 : Reporting needs, how to communicate our best practices (internal focus)*

In the beginning of the workshop, led by Kamila Wosinska, participants had the opportunity to further deepen their knowledge with regard to the application of ESG by an enterprise.

First of all, they were given a closer insight into ESG reporting structures.

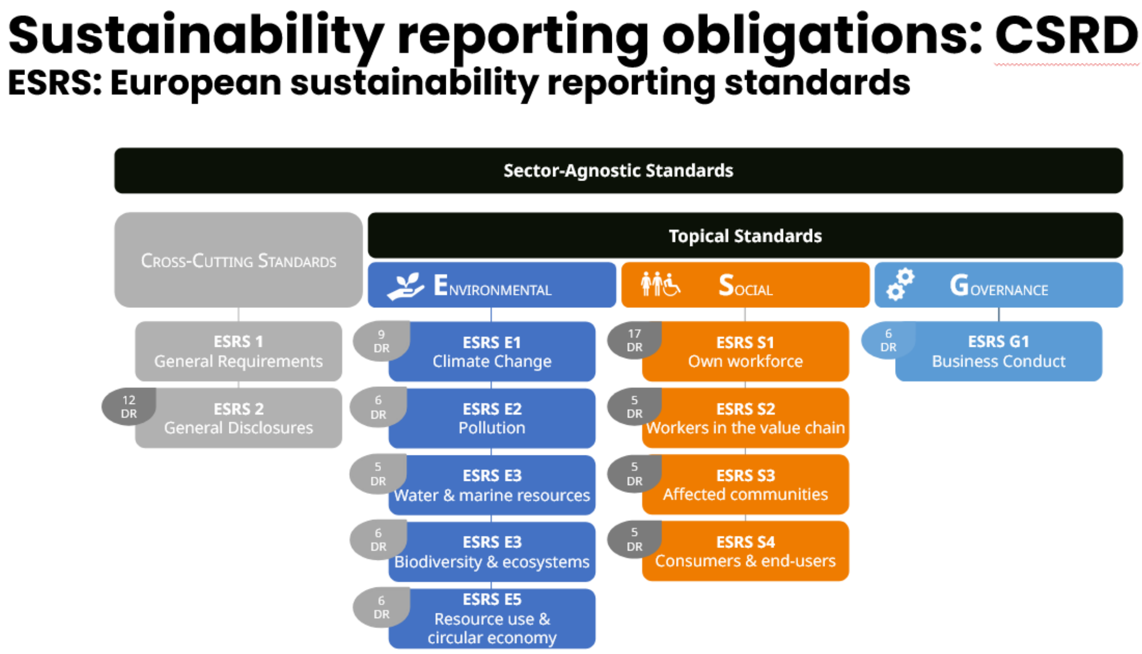



*Image : Kamila Wosinska*

Moreover, Wosinska provided participants with an overview of voluntary ESG reporting frameworks for SMEs, simplified reporting standards such as VSME ESRS, as well as different reporting methods.

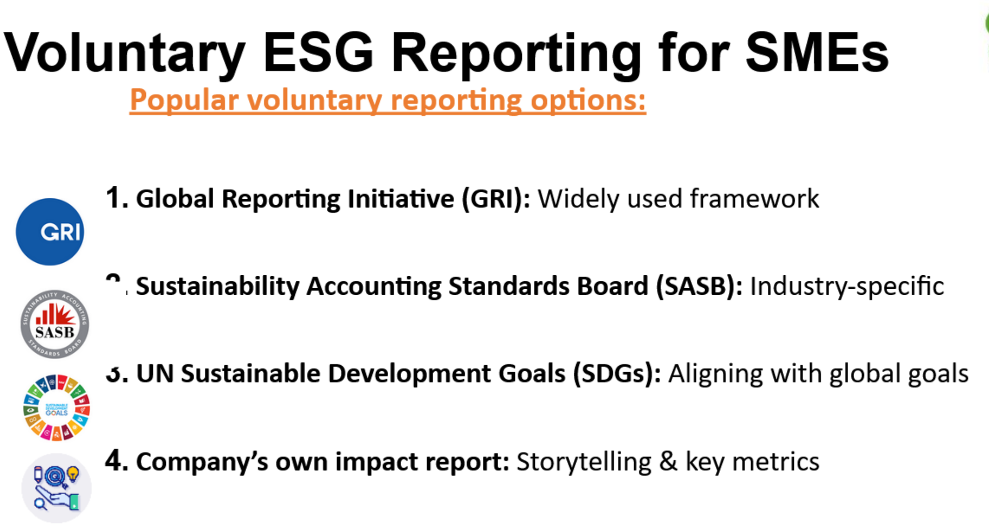



*Image : Kamila Wosinska*

She also explained how to best use ESG reporting to improve communication.

Finally, participants had the occasion to see ESG reporting applied to concrete practice examples.

After this introduction participants were asked to divide into groups.

Each group had to identify a real or imaginary organisation they would use as an example. Thereafter, groups were asked to

- *choose at least one Environmental, Social and Governance topic that is aligned with values &* mission of the chosen organisation ;

- identify at least one measurable target for chosen topics and describe how to measure the progress against this target ;

- describe how to communicate externally on their sustainability efforts.

***Concluding Work and Wrap-up in Plenary***

During the concluding session participants from both workshops got together around the examples chosen by the different groups in workshop 1.

For the specific enterprise example chosen by a group, they were invited to create a comprehensive solution for the effective communication of ESG related activities to increase the involvement of local communities, attract donors and gain business partner.

The different ideas were then presented to all participants and commented by the experts.

The meeting was closed by Elsa Brander who thanked organisers and participants, provided an outlook of upcoming or already running SKI.F.T. activities and encouraged beneficiaries to take full advantage of all opportunities offered by the project.

*All PowerPoint presentation and material can be found here below.*

Co-funded by the European Union

*Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or EISMEA. Neither the European Union nor the granting authority can be held responsible for them.*

# Introduction to ESG

Michal Purol 18-02-2025

Co-funded by
the European Union

# About me:

Expert in business transformation and value chains.

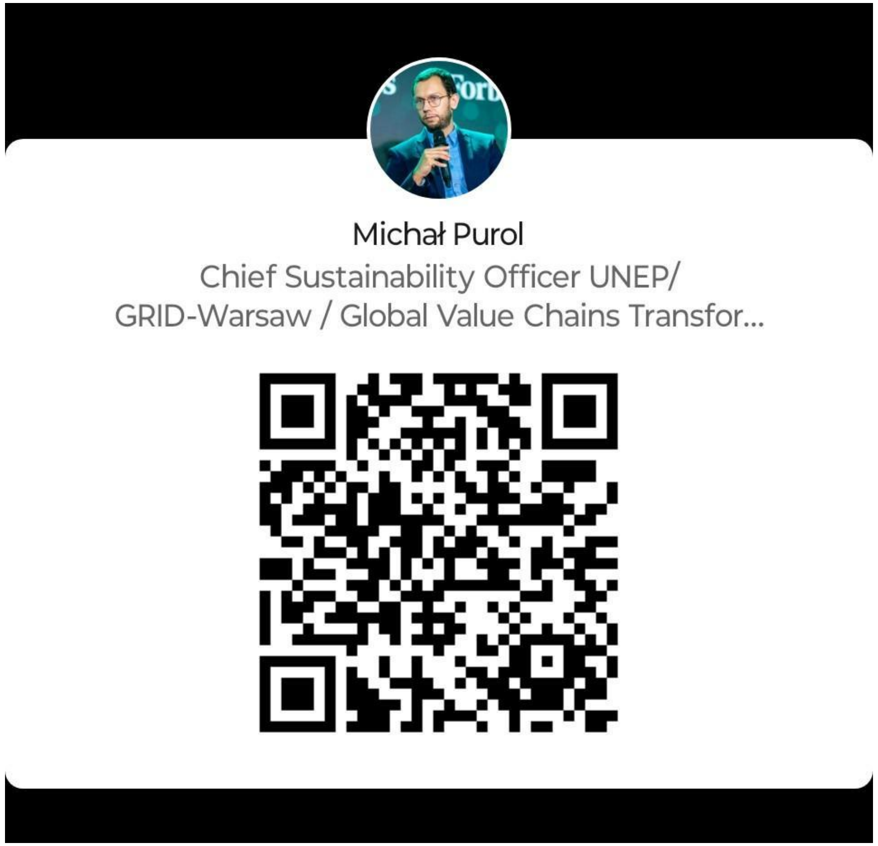
Chief Sustainability Officer at UNEP/GRID-Warsaw, where I am responsible for projects related to the triple planetary crisis. Responsible for cooperation within TNFD, Business for Nature, CLG Europe, and UNEP FI.

Ambassador of international projects: EU Climate Pact, Max Thabiso Edkins Climate Ambassador Program, Climate Possitive Rotterdam ERASMUS.

Lecturer in postgraduate studies for professionals in a field of value chains and green deal.

Involved in dialogue and as a trainer in the field of adaptation and resilience, among others. for countries such as Uganda, Pakistan, Saudi Arabia, Ukraine and Kenya.

Responsible for projects around climate and biodiversity in the biggest polish companies as an advisor and project manager.




Co-funded by
the European Union

E

S

G

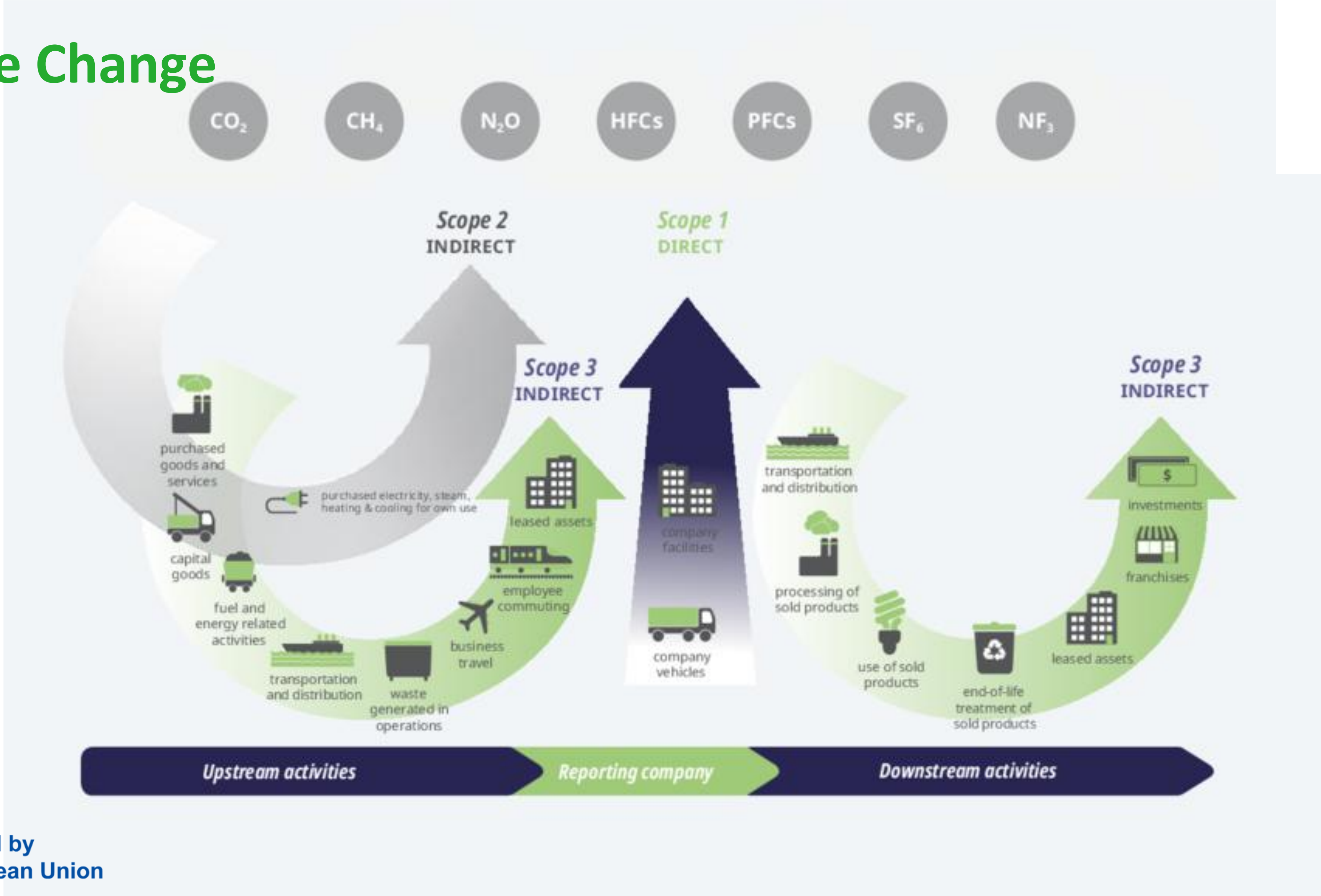
| Environment: ESRS E | Social: ESRS S | Governance: ESRS G |
|---|---|---|
| E1 Climate change | S1 Own workforce | G1 Business conduct |
| E2 Pollution | S2 Workers in the value chain | |
| E3 Water and marine resources | S3 Affected communities | |
| E4 Biodiversity and ecosystems | S4 Consumers and end-users | |
| E5 Resource use and circular economy | | |

*Source: Ernst Young Germany*

SKIFT Skills for transition

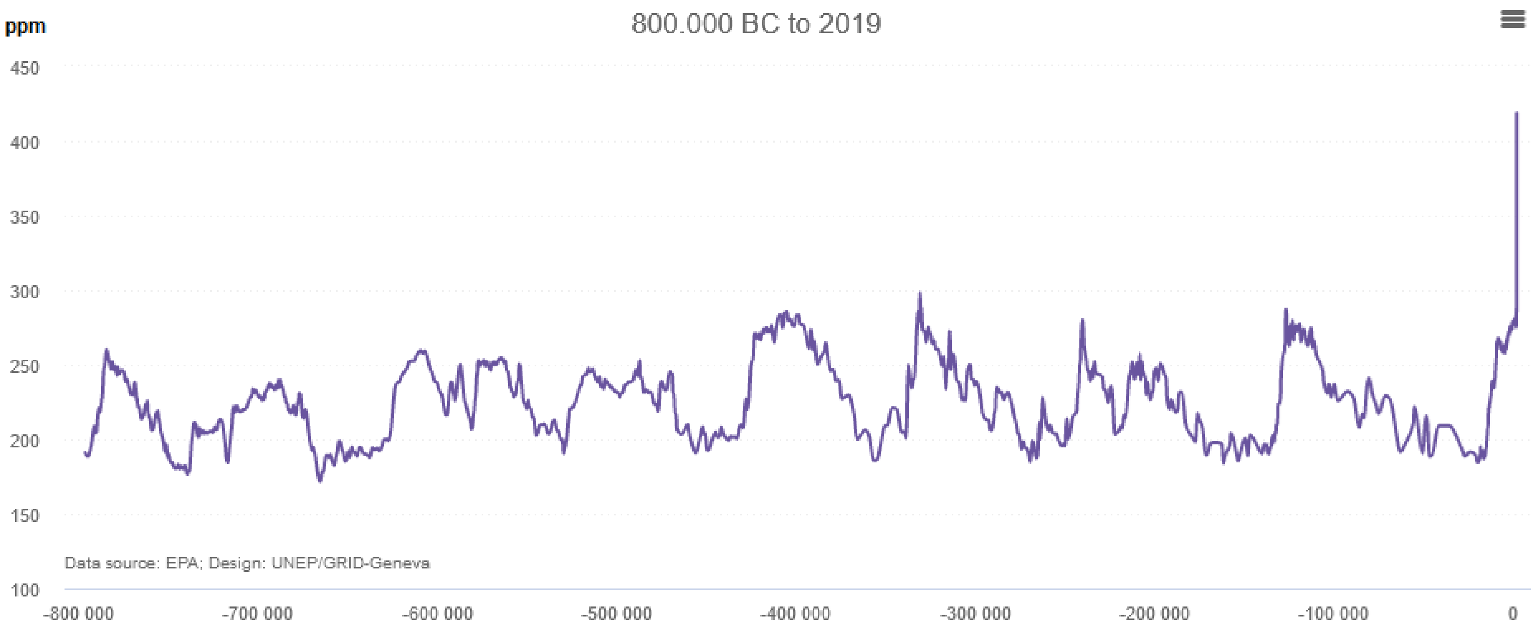
Co-funded by
the European Union

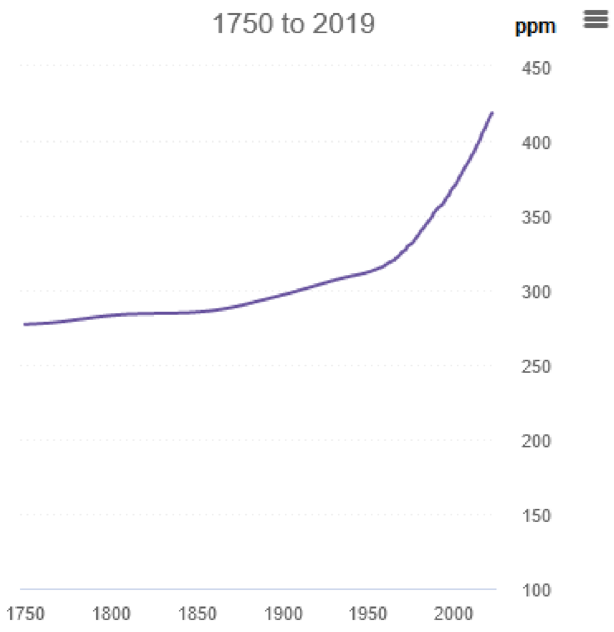
# Climate Change




Co-funded by the European Union

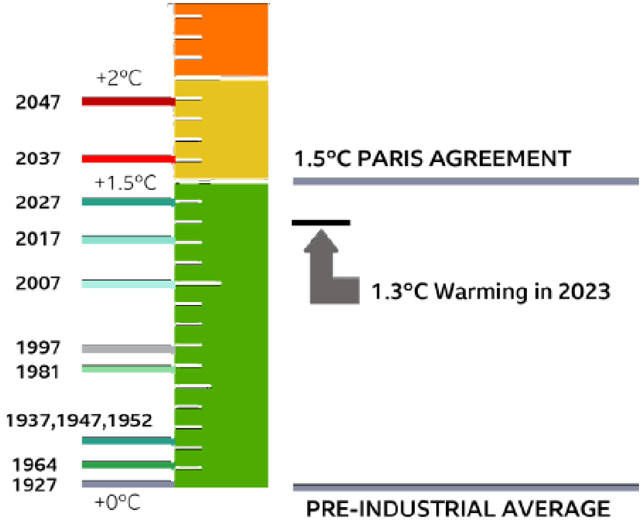
# Climate Change - How has the CO2e concentration in the atmosphere changed?



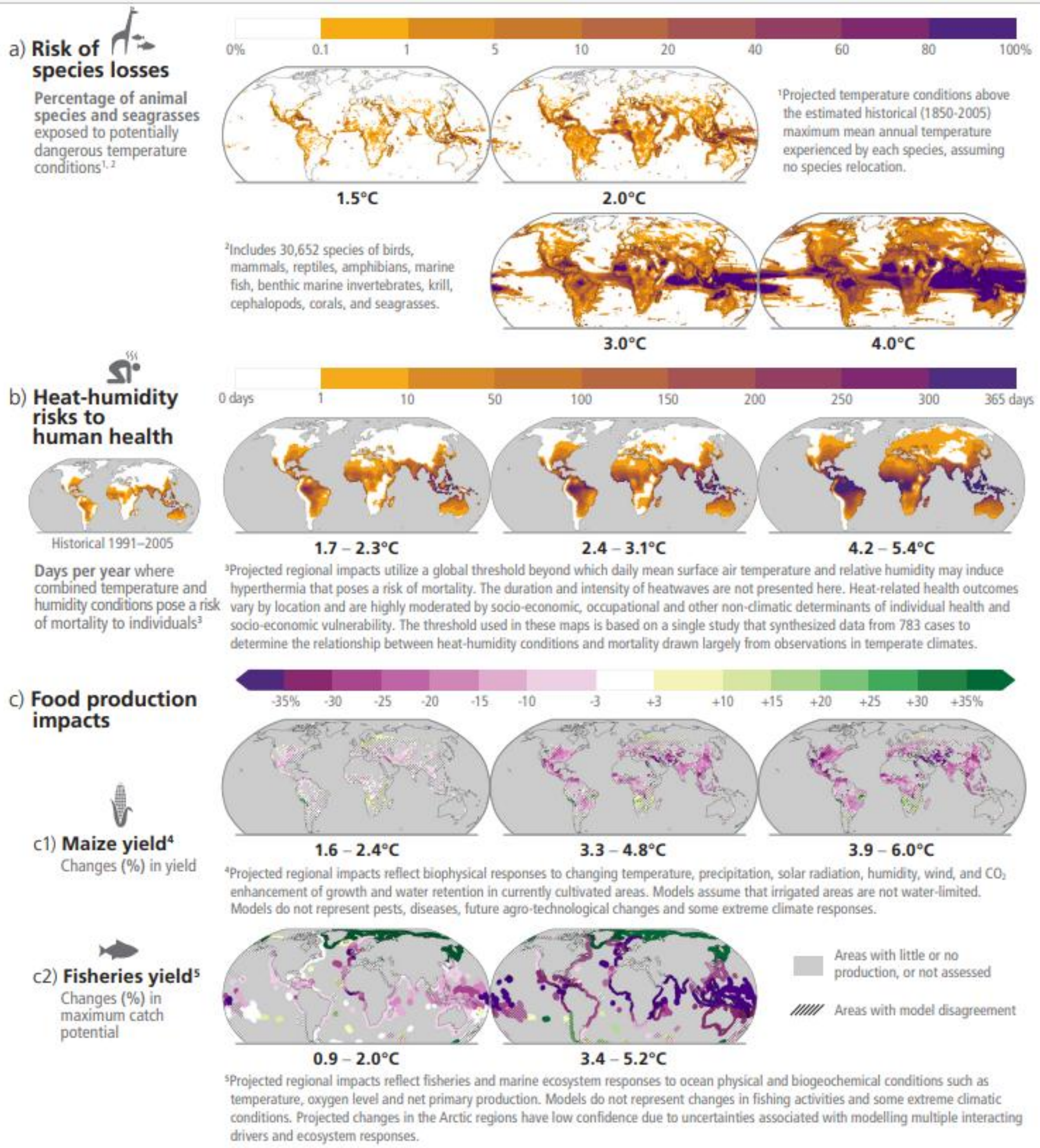




Co-funded by
the European Union

# Climate Change




Source: Intergovernmental Panel on Climate Change (IPCC)




SKIFT Skills for transition

Co-funded by the European Union

# Pollution

What do the deepest point in the ocean, **the Mariana trench**, and the highest mountain peak in the world, **Mt. Everest, have in common**?

Co-funded by
the European Union

# Pollution

Despite being among the planet's most remote and inaccessible environments, they both **contain tiny pieces of plastic** from human activities miles away.

Co-funded by the European Union

# Pollution



**Ambient exposure**

**99%**

of the world's population live in places where air pollution levels exceed WHO guideline limits


### Toronto

Two 15-year-long studies of long-term residents of Toronto found that exposure to road traffic noise elevated risks for acute myocardial infarction and congestive heart failure, and increased the incidence of diabetes mellitus by 8% and hypertension by 2%.

### Bogota

A study of the dawn chorus of rufous-collared sparrows living in public parks of the city of Bogota found that the birds changed their singing behaviour in anticipation of the morning rush hour by starting to sing earlier at a site with heavy daytime traffic.

### Hong Kong

2 in 5 residents of Hong Kong are exposed to road traffic noise above the permissible limit. City morphology and building design play a key role in noise distribution. Residents with lower income and poor housing are more exposed to traffic noise compared to wealthier residents.

Co-funded by the European Union

# Pollution

In Europe, long-term exposure to environmental noise causes

**12,000**

premature deaths and contributes to

**48,000**

new cases of ischemic heart disease yearly.

**22 million**

people in Europe suffer from chronic noise annoyance.


Figure 5. Soil pollution causes a cycle of degradation processes that leads to the reduction and ultimately to the loss of ecosystem services

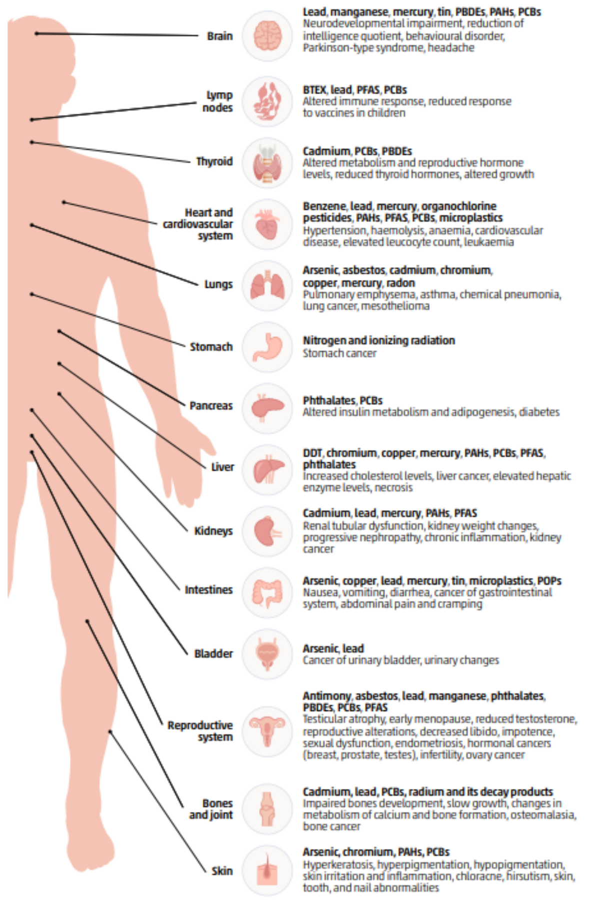



Figure 4. Main effects of soil contaminants on human health, indicating the organs or systems affected and the contaminants causing them

Source: created from information in ATSDR, 2018; Campanale *et al.*, 2020; Carré *et al.*, 2017 and references cited in Table 2 of Chapter 4 of the full report

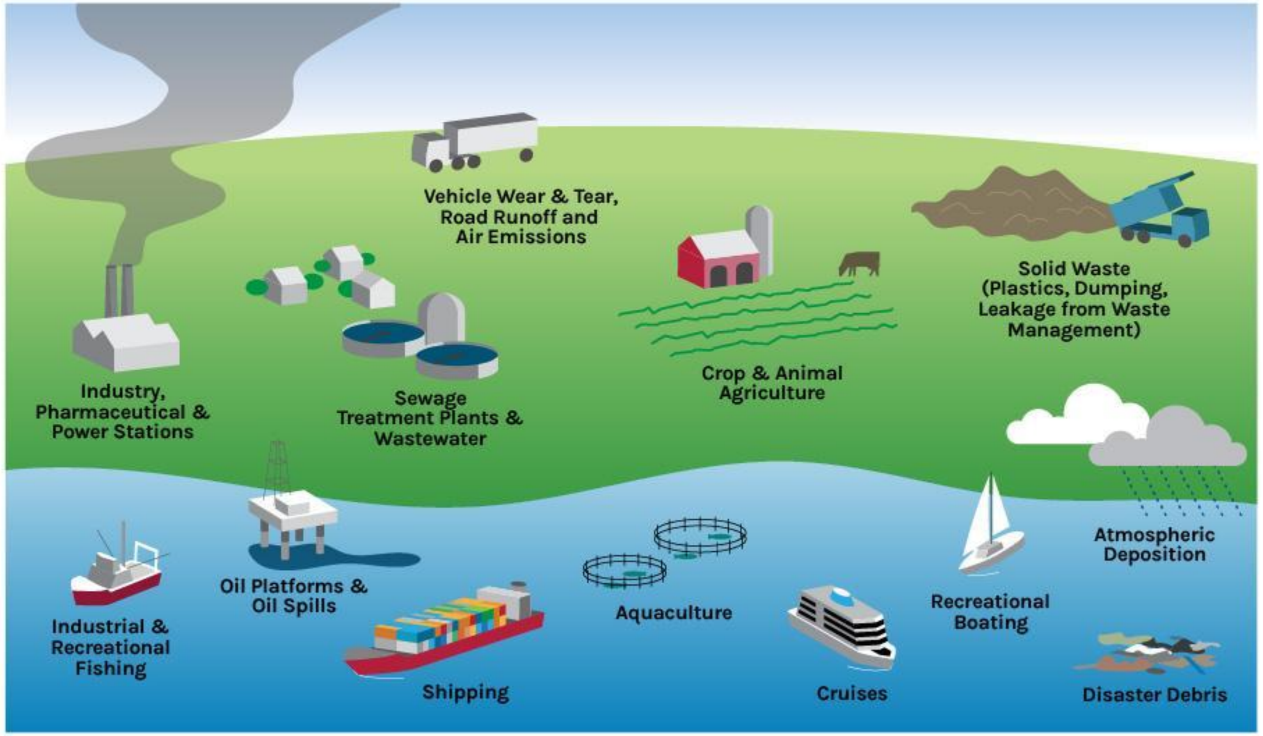
Co-funded by the European Union

# Water and marine resources

**Water covers more than two thirds of the planet**, but readily accessible fresh water – accounts for less than **1 per cent of the world's water supply.**

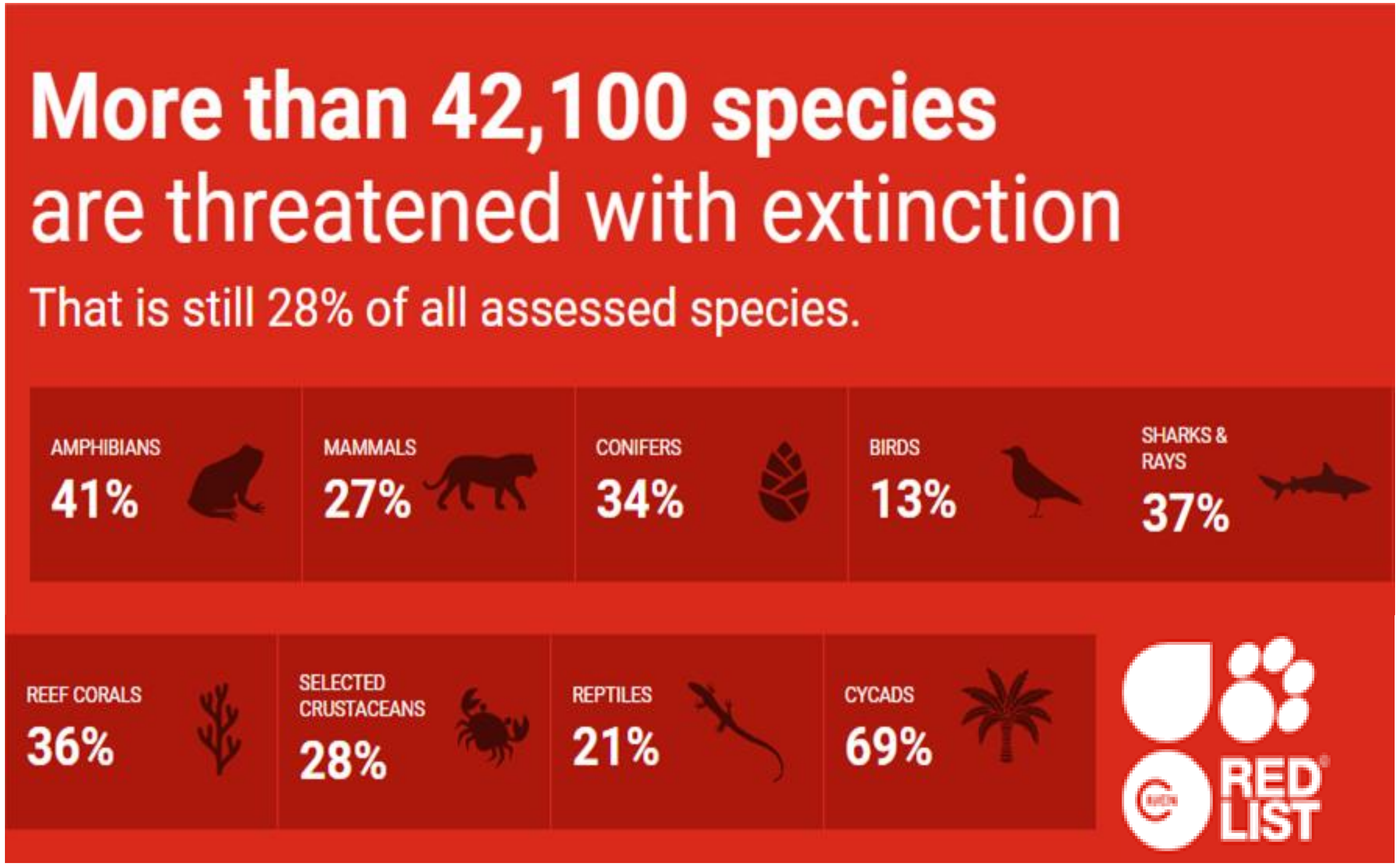
As the global population grows, so too do the demands for water. **It is the most used material on earth.**

*At the same time, human activity and climate change are disrupting natural water cycles, putting the source of our water and ecosystems, under pressure. Pollution, infrastructure development and resource extraction pose additional challenges.*




Co-funded by the European Union

# Biodiversity and ecosystems

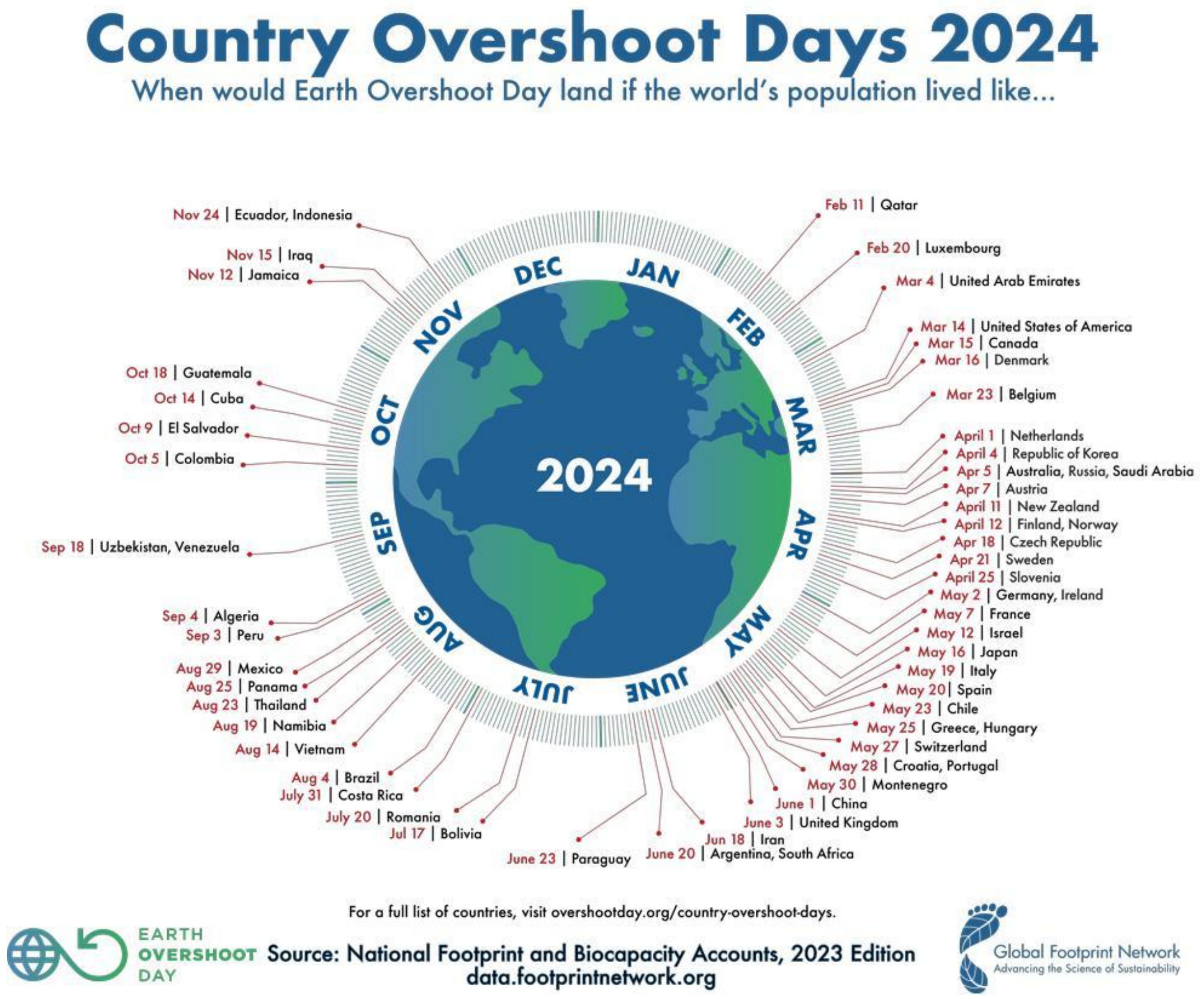



We have significantly transformed 75% of the land and 66% of the oceans.

Co-funded by the European Union

# Resource use and circular economy

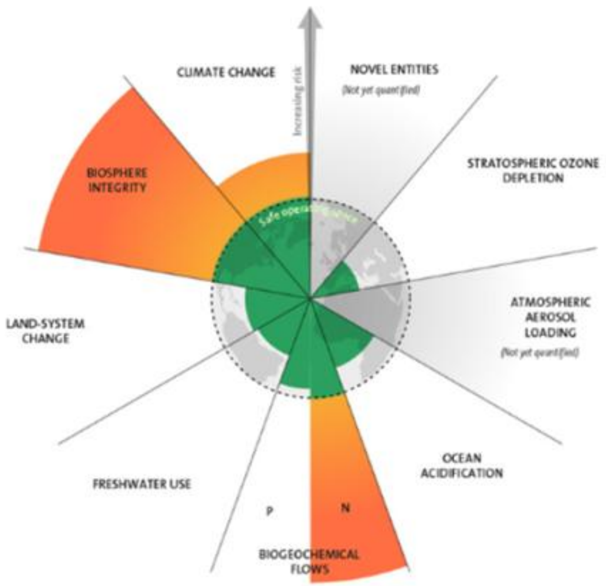
Every year, a Country Overshoot Day marks the date when the planet's annual biocapacity budget would be used up if everyone on Earth lived at the same level of consumption as the residents of that particular country.




Co-funded by
the European Union

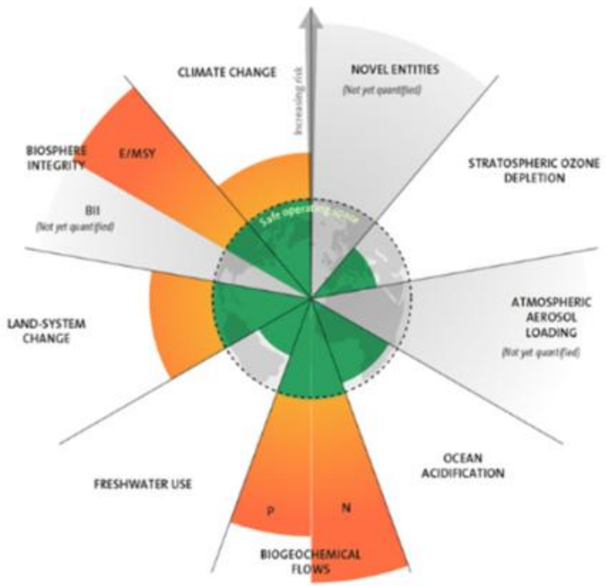
# Planetary boundries

## 2009



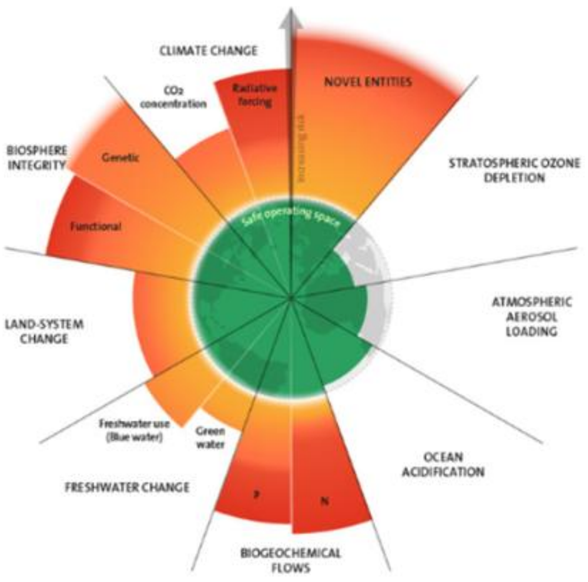

7 boundaries assessed,
3 crossed

## 2015




7 boundaries assessed,
4 crossed

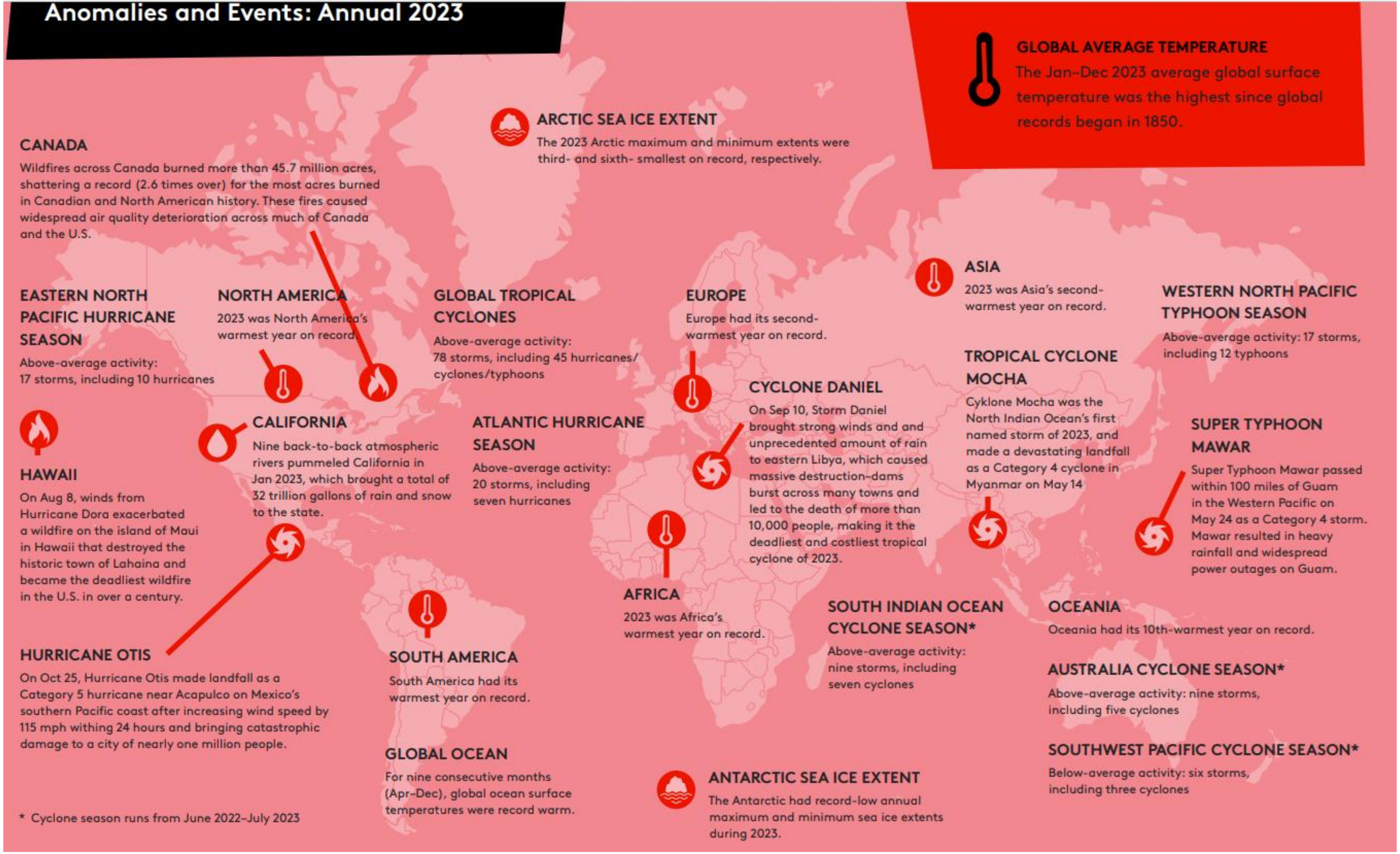
## 2023




9 boundaries assessed,
6 crossed

Co-funded by the European Union

Stockholm Resilience Centre
Stockholm University




*Source: Humans Attack Report 2024*

Co-funded by the European Union

# 2 Workers in the value chain and Affected communities

SKIFT Skills for transition

Uganda-Tanzania oil pipeline route


End of abuses-as-usual in sight? A Ghanaian community around the RSPO-certified plantation hopes so

ANALYSIS

## How Beijing Forces Uyghurs to Pick Cotton

Coercive labor is getting less visible, but more intense.

By Adrian Zenz, a senior fellow in China studies at the Victims of Communism Memorial Foundation in Washington.

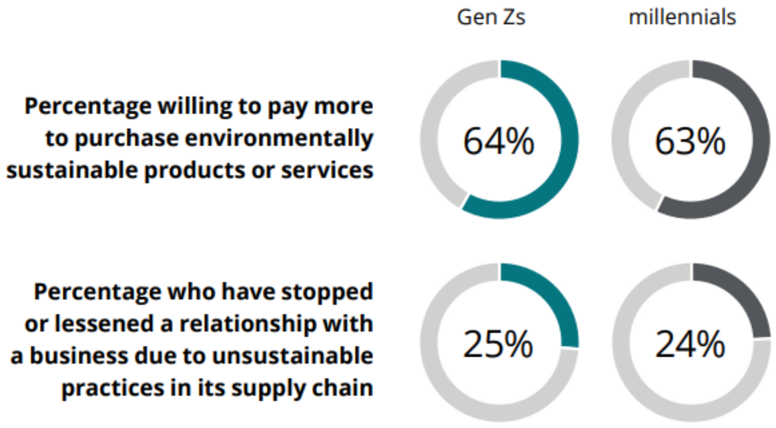
## Life in Sodom and Gomorrah: the world's largest digital dump

**Photographer Asare Adjei captures the lives of locals in Accra's slum city, where 50m tonnes of e-waste is dumped each year**

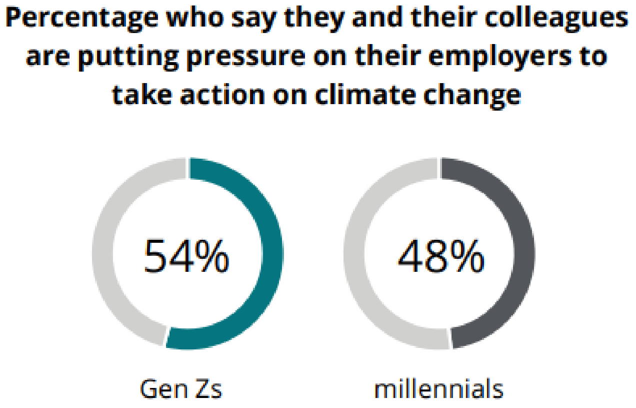
- Join our live Q&A on waste management, 1 May from 1-3pm BST

Co-funded by the European Union

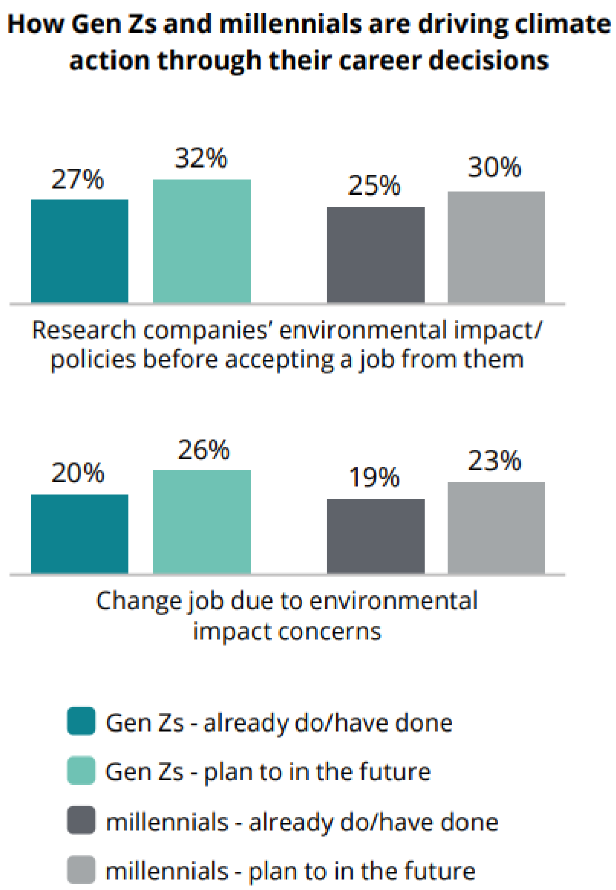
## Consumer:




## Employee:




## Employee:




*Source: 2024 Gen Z and Millennial Survey Deloitte*

SKIFT Skills for transition

Co-funded by the European Union

# Different types of impact

SHORT AND LONG TERM

DIRECT AND INDIRECT

## Why is Indonesia moving its capital city? Everything you need to know

Jakarta will be replaced by a yet-to-be-built city in Kalimantan, on the island of Borneo


*Source: cnn.com*

News

## Takeaways about heat deaths and vulnerable older people

ANITA SNOW, Associated Press

April 30, 2023 | Updated: April 30, 2023 8:47 a.m.

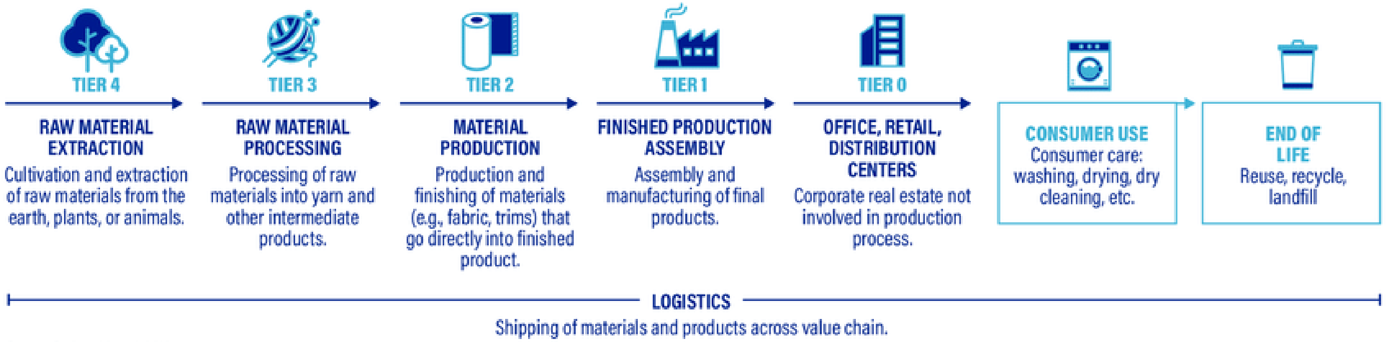

## Climate change: Key crops face major shifts as world warms

26 January 2022

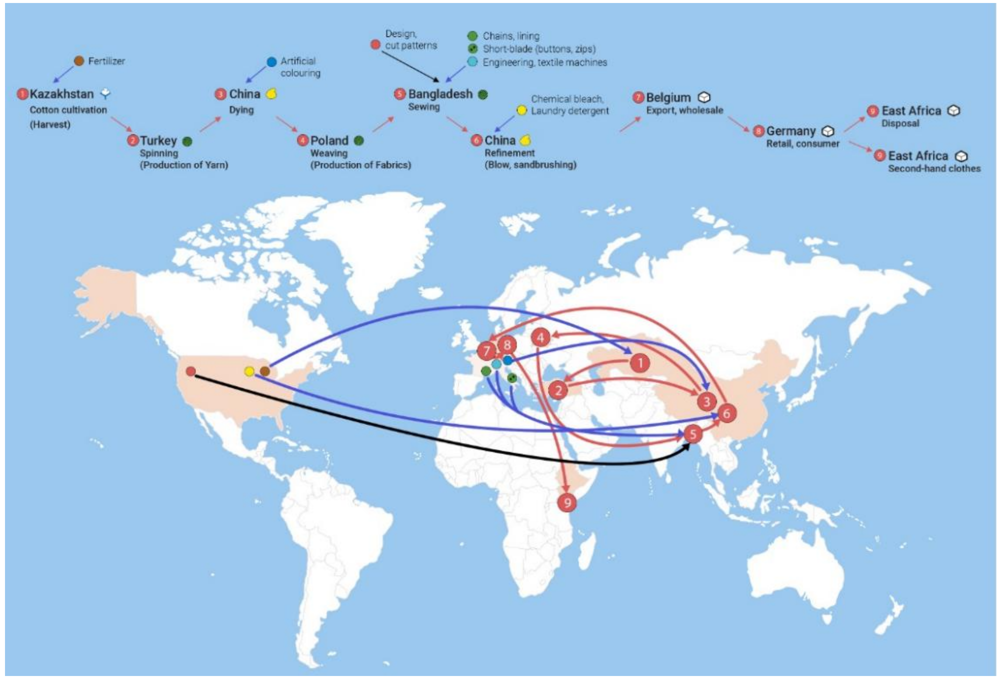
*Source: bbc.com*

Co-funded by the European Union

# Complexed value chains –
# lack of data and full of risks (vulnerable VC)




*Source*: Sadowski et al. 2019.




Co-funded by the European Union

# World Economic Forum Risks Report 2025

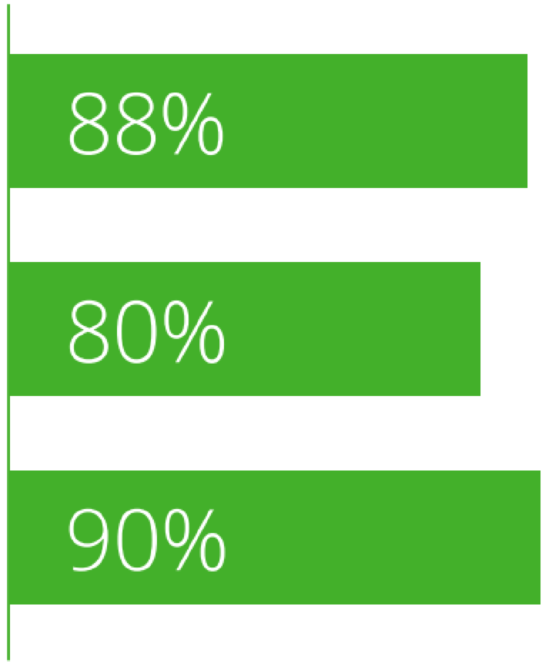
FIGURE G | **Global risks ranked by severity over the short and long term**

*"Please estimate the likely impact (severity) of the following risks over a 2-year and 10-year period."*

| | Short term (2 years) | | Long term (10 years) |
|---|---|---|---|
| 1st | Misinformation and disinformation | 1st | Extreme weather events |
| 2nd | Extreme weather events | 2nd | Biodiversity loss and ecosystem collapse |
| 3rd | State-based armed conflict | 3rd | Critical change to Earth systems |
| 4th | Societal polarization | 4th | Natural resource shortages |
| 5th | Cyber espionage and warfare | 5th | Misinformation and disinformation |
| 6th | Pollution | 6th | Adverse outcomes of AI technologies |
| 7th | Inequality | 7th | Inequality |
| 8th | Involuntary migration or displacement | 8th | Societal polarization |
| 9th | Geoeconomic confrontation | 9th | Cyber espionage and warfare |
| 10th | Erosion of human rights and/or of civic freedoms | 10th | Pollution |


Co-funded by the European Union

## ESG and the bottom line




According to an investment management report, solid ESG practices resulted in better operational performance in **88%** of companies, the stock price performance of **80%** of companies was positively influenced by good sustainability practices and lowered the cost of capital of **90%** of companies, and companies with strong sustainability scores showed better operational performance and were less of an investment risk.[2]

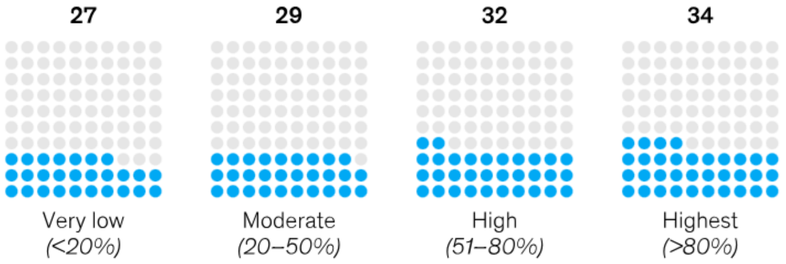
*Source: Purpose-driven ESG in the consumer industry: Sustainability as a value-creator, Deloitte 2022*

Co-funded by the European Union

# Products making ESG-related claims averaged 28 percent cumulative growth over the past five-year period, versus 20 percent for products that made no such claims.

**Brands with more sales from products making environmental, social, and governance-related claims enjoy greater loyalty.**

**Brand repeat rate by level of sales from products with ESG[1]-related claims, US,[2] %**




[1]Environmental, social, and governance.
[2]Share of households buying a product 3 or more times annually.
Source: NielsenIQ consumer panel, comprising 100,000 households, Sept 2020–22

McKinsey & Company

**Products that make environmental, social, and governance-related claims have achieved disproportionate growth.**

**Retail sales growth, US, CAGR 2018–22, %**


[1]Environmental, social, and governance.
Source: NielsenIQ

McKinsey & Company

Co-funded by the European Union

# Partners

SKIFT
Skills for transition

KOOPERATIONEN
Den Kooperative Arbejdsgiver- og interesseorganisation i Danmark

REVES
Réseau Européen des Villes & Régions de l'Économie Sociale
European Network of Cities & Regions for the Social Economy

CECOP
CICOPA Europe

FISE

DEMETRA
FORMAZIONE

CENTRO SERVIZI AZIENDALI
COESI
IMPRESA SOCIALE

LEGACOOP
EMILIA-ROMAGNA

Co-funded by the European Union

# ESG in a business context.

Kamila Wosińska 18-02-2025

Co-funded by
the European Union

+48 572 829 398

kamila.wosinska@gmail.com

[www.skillspring.pl/](http://www.skillspring.pl/)

[www.linkedin.com/in/kamila-wosinska/](http://www.linkedin.com/in/kamila-wosinska/)

# About me…

- Over 15 years business experience
- Director of ESG data management in a global IT organization since 2021.
- Sustainability expert in the areas of non-financial reporting, business, ESG data.
- Leadingthe organization's compliance projects with regulatory requirements (CSRD).
- Shaping and implement ESG data collection processes.
- Supporting organizations in improving ESG ratings (S&P CSA, EcoVadis, MSCI, etc.).
- Lecturer at the Executive MBA program at Kozminski University.
- Certified business trainer, accredited CCA coach for business and professional mentor.

## My mission!

To **motivate** and **inspire** others to grow!

Sharing knowledge and experience.

# Agenda

1. CSR, ESG, Sustainability – key concepts
2. Evolution: From voluntary reporting to legal obligation
3. Who is subject to the CSRD

Co-funded by the European Union

1

# Key concepts

# CSR vs ESG vs Sustainability

Co-funded by
the European Union

# Sustainability CSR & ESG

## Sustainability

## CSR

Corporate Social Responsibility

## ESG

Environment, Social, Governance

Co-funded by
the European Union

# Sustainability

## Sustainability

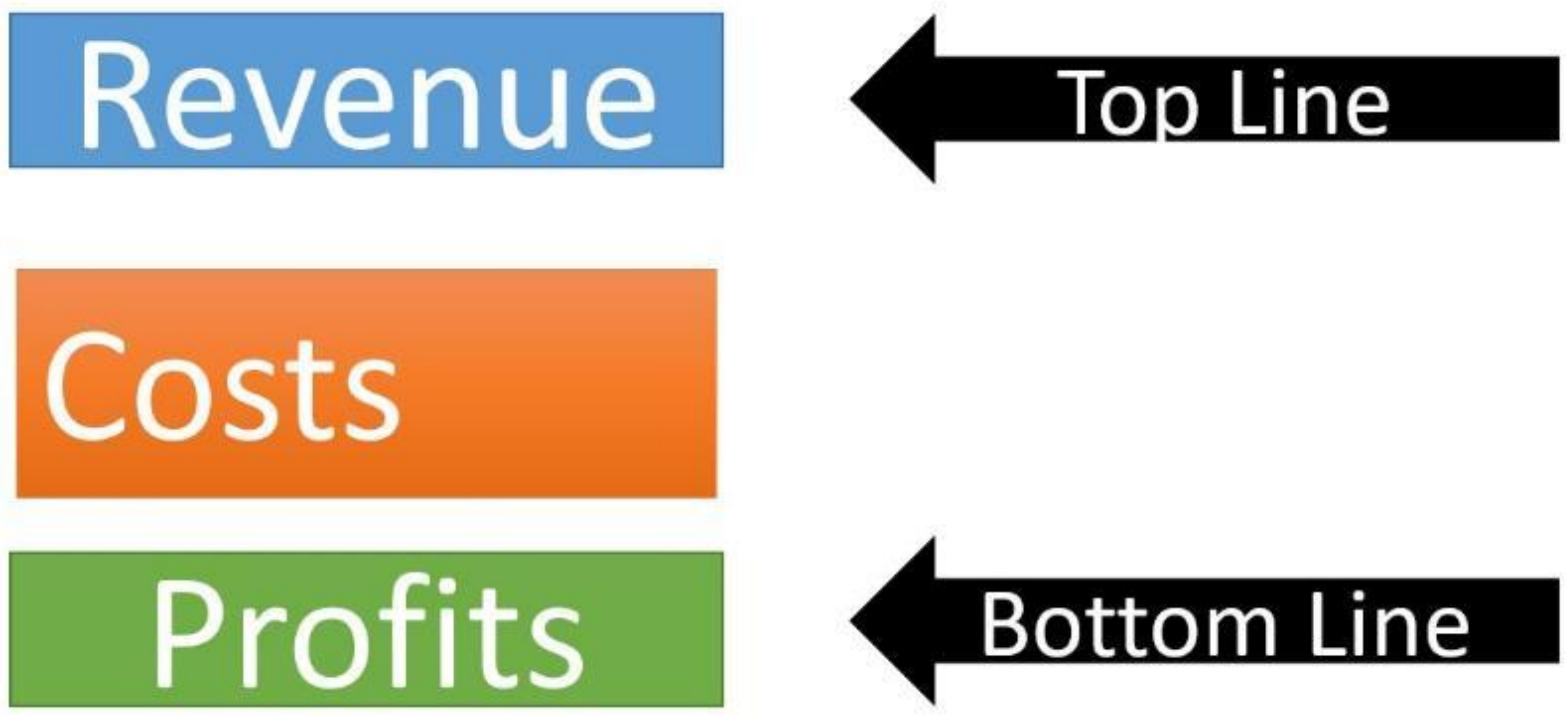
**Sustainable business development**

Co-funded by
the European Union

# Business development

Co-funded by
the European Union

# Business development



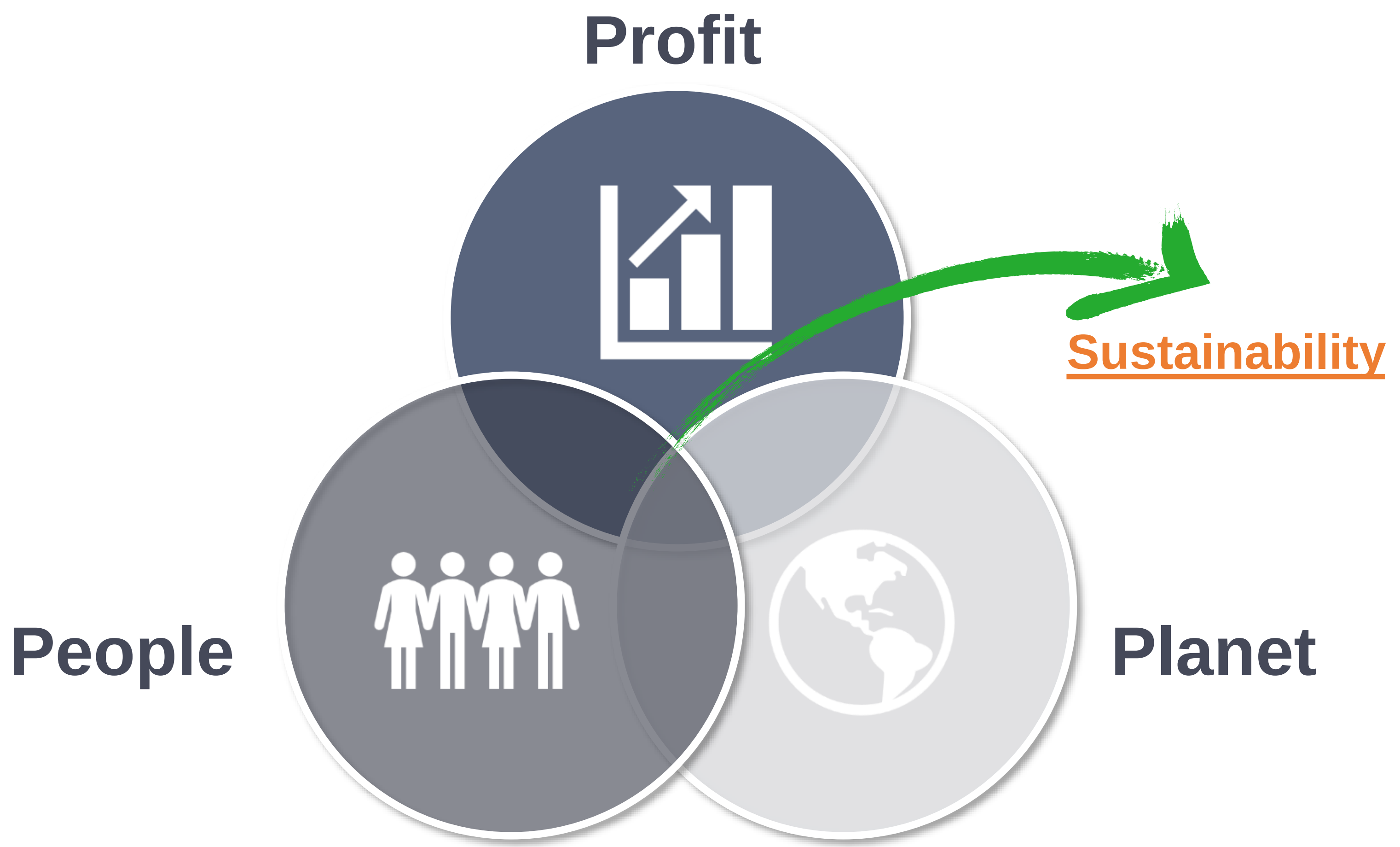

**BOTTOM LINE -> Profit**

Co-funded by
the European Union

# Sustainable business development

Co-funded by
the European Union

# Sustainable business development




TRIPPLE BOTTOM LINE -> Profit

Co-funded by
the European Union

# Sustainable business development

Profit

People
(such as fair labor practices and
local community involvement)

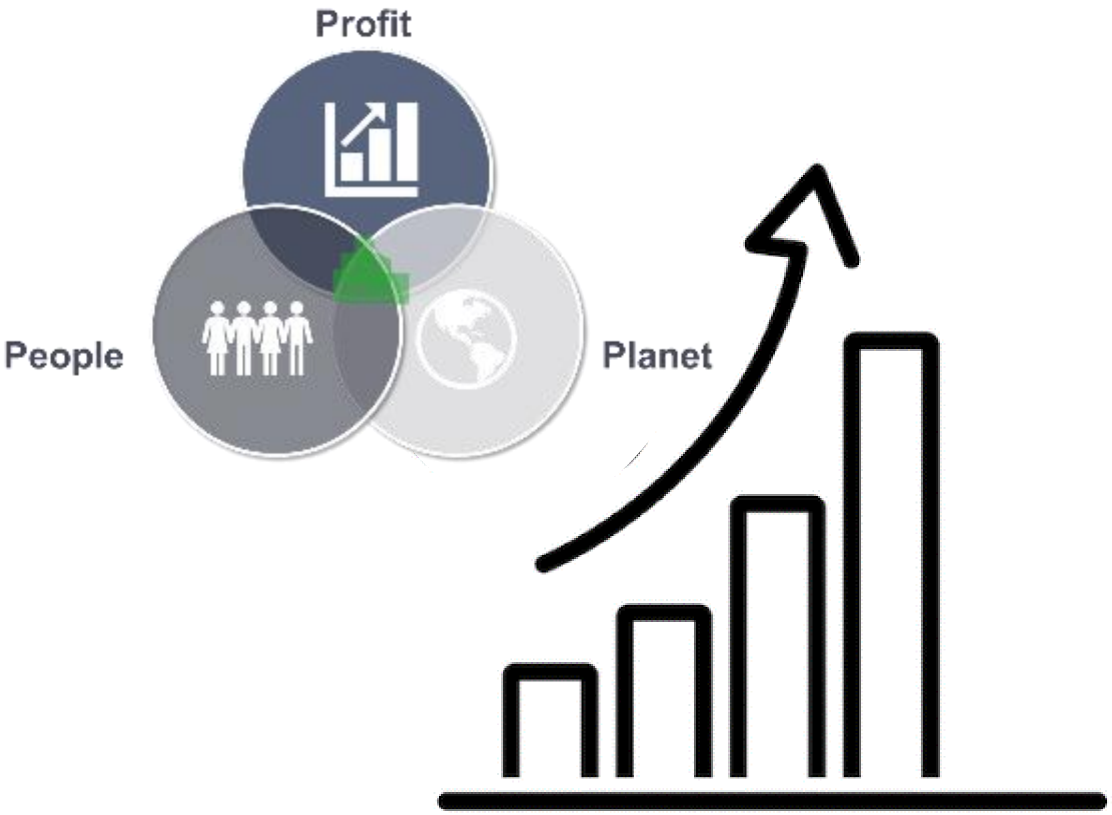
Planet
(e.g. CO2 emissions,
waste production)

**Sustainability**

the practice of doing business in a way that **balances economic, social and environmental** considerations while ensuring that the company can continue to operate and grow in the long term.

Co-funded by
the European Union

# Sustainable business development




The

**ultimate goal of sustainable development**

is

**to create** a more resilient, equitable and prosperous **future for all** stakeholders, including shareholders, employees, customers and the broader community.

Co-funded by the European Union

# CSR & ESG

## CSR

Corporate Social Responsibility

## ESG

Environment, Social, Governance

Co-funded by
the European Union

# CSR & ESG


Co-funded by the European Union

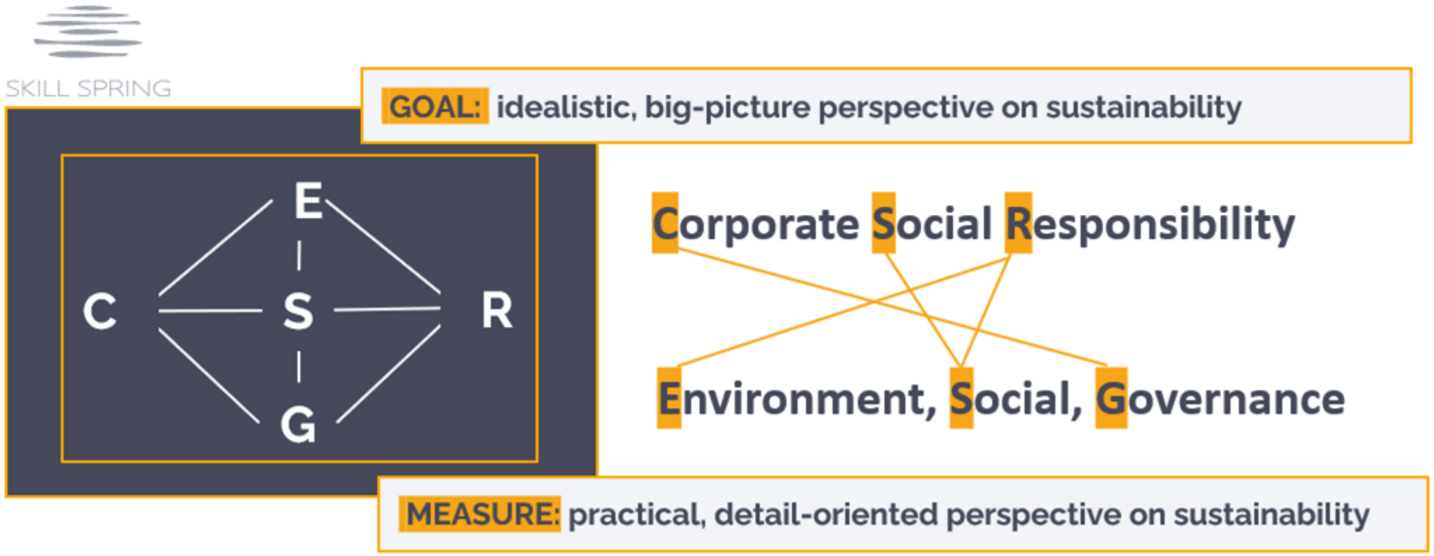
# CSR & ESG


- NOT regulated
- Qualitative data
- Beyond what is required by law
- NOT always directly linked to the company's financial performance

- Regulated
- Quantitative data
- Set of measurable criteria
- Directly linked to the company's financial performance

Co-funded by the European Union

# CSR & ESG

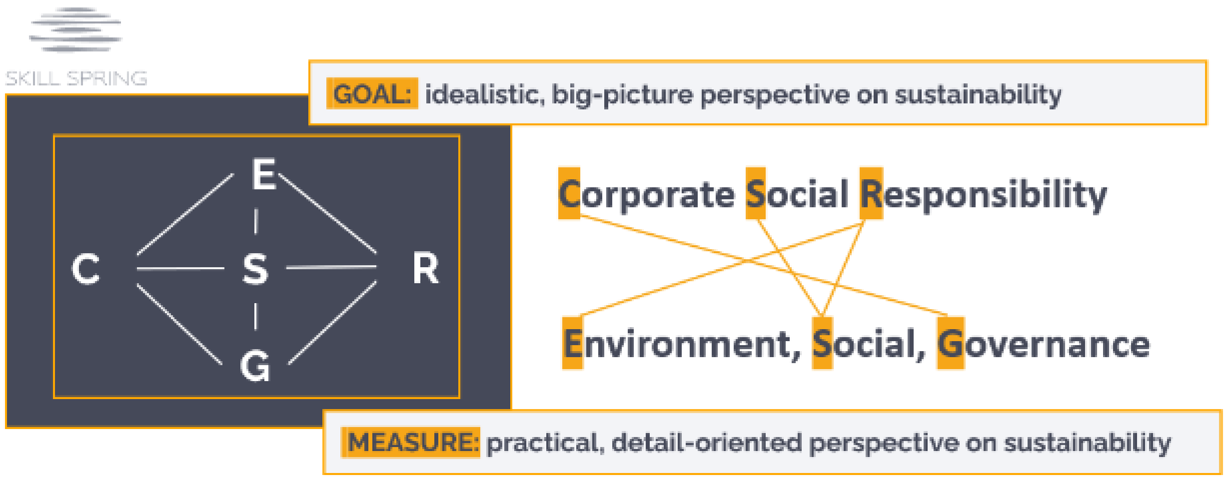



**<u>CSR can be seen as the precursor to ESG.</u>**

- Companies self-regulate and commit to sustainable practices with the aim of making a positive impact on society.
- Then, the efforts undertaken in a CSR strategy can be refined and fit into ESG metrics and reporting.
- ESG data can then later be reported and shared via ESG reports.

Co-funded by
the European Union

# Sustainable business development





- **CSR** refers to a company's **voluntary actions** to improve its impact on society and the environment, **beyond what is required by law**.
- **ESG is a set of defined criteria** used **to evaluate a company's performance** in three areas: Environment, Social, and Governance. ESG is increasingly used by investors to evaluate companies' long-term profitability.

**ESG** puts a **quantifiable stamp of credibility** on the broad management **philosophy of CSR**.

A business needs both practices to be sustainable.

Co-funded by the European Union

# 1 QUIZ TIME

Co-funded by
the European Union

## 2 Evolution: From voluntary reporting to legal obligation

Co-funded by
the European Union

# 2015

Co-funded by
the European Union

# 2015

At the United Nations summit in New York on September 25-27, 2015

the leaders of all 193 UN member states signed a document

## Transforming our world:

## the 2030 Agenda for Sustainable Development

joint action by governments, business and NGOs

to address global challenges,

primarily climate-related, but also economic and social

Co-funded by
the European Union

# 2000- 2015
# Millennium Development Goals


The Millennium Development Goals (MDGs) have made progress in areas such as **reducing poverty** and **improving access to education** and **health care**, but have been *criticized for their narrow scope* and failure to fully address the complexities of sustainable development.

**2030 Agenda for Sustainable Development** seek to build on the Millennium Development Goals and complete what these did not achieve.
The aim is to assure the **human rights of all** and to achieve **gender equality** and the **empowerment of all women and girls.**

Co-funded by
the European Union

# 2015 Sustainable Development Goals


**17 GOALS TO TRANSFORM OUR WORLD**

Co-funded by
the European Union

# 5 x P


- ☑ People
- ☑ Planet
- ☑ Prosperity
- ☑ Peace
- ☑ Partnership

Co-funded by the European Union

# 2015

Co-funded by
the European Union

SKIFT Skills for transition

# 2015

Global problems, have reached a scale and level of complexity that cannot be solved at the level of an individual or even a single organization and a single country.


Co-funded by
the European Union

# Regulatory frameworks


## NFRD

The NFRD applied to insurance companies, banks, public interest entities, and publicly listed companies with more than 500 employees.

Co-funded by the European Union

# Regulatory frameworks

GRI STANDARDS

GREENHOUSE GAS PROTOCOL

EU Taxonomy Regulations

International Organization for Standardization ISO 14001

Co-funded by the European Union

# CSR

## Corporate Social Responsibility

# ESG

## Environment, Social, Governance

Co-funded by
the European Union

# 2021: CSRD


Corporate Sustainability Reporting Directive

**ESRS**

European Sustainability Reporting Standards

Co-funded by the European Union

## 3 Who is subject to the CSRD

Co-funded by
the European Union

# 2023: CSRD

**2025**
(FY 24)

Companies already subject to NFRD

**2026**
(FY 25)

Large companies fulfilling at least two of the following metrics:
- Total assets ≥ 25 mio. €
- Net turnover ≥ 50 mio. €
- Employees ≥ 250

**2027**
(FY 26)

Listed **small and medium sized** companies (SME)* fulfilling at least two of the following metrics:
- Total assets ≥ 450.000 €
- Net turnover ≥ 900.000 €
- Employees ≥ 10

**2029**
(FY 28)

Non-EU companies with
- Net turnover >150 mio. € in the EU and
- ≥ 1 listed subsidiary or branch with revenue 40 mio. € in EU

Co-funded by the European Union

# Partners

SKIFT
Skills for transition

KOOPERATIONEN
Den Kooperative Arbejdsgiver- og interesseorganisation i Danmark

REVES
Réseau Européen des Villes & Régions de l'Économie Sociale
European Network of Cities & Regions for the Social Economy

CECOP
CICOPA Europe

FISE

DEMETRA
FORMAZIONE

CENTRO SERVIZI AZIENDALI
COESI
IMPRESA SOCIALE

LEGACOOP
EMILIA-ROMAGNA

Co-funded by
the European Union

# Understanding ESG Reporting & Communicating Impact

Kamila Wosińska 18-02-25

Co-funded by the European Union

# Agenda

1 ESG reporting structures
& voluntary ESG reporting options for SMEs

2 ESG impact measurement

3 Communicating ESG-related efforts

Co-funded by
the European Union

# ESG Reporting

Consistent and regular communication of company’s ESG performance.
Used by investors, regulators, and other stakeholders to assess the sustainability and ethical impact of a company.

| Environment | Social | Governance |
| --- | --- | --- |
| • carbon (eCO2) emissions,<br>• waste management,<br>• natural resource usage,<br>• energy efficiency,<br>• efforts to mitigate climate change. | • labor practices,<br>• diversity and inclusion,<br>• local community engagement,<br>• supplier standards. | • board structure<br>• ethics & transparency<br>• compliance with laws and regulations<br>• executive compensation<br>• anti-corruption policies<br>• whistleblowing procedures. |

Co-funded by the European Union

# CSRD

Corporate Sustainability Reporting Directive

**ESRS**

European Sustainability Reporting Standards

Co-funded by the European Union

# Sustainability reporting obligations: CSRD

## ESRS: European sustainability reporting standards

**Sector-Agnostic Standards**

CROSS-CUTTING STANDARDS

- **ESRS 1** General Requirements
- 12 DR — **ESRS 2** General Disclosures

**Topical Standards**

ENVIRONMENTAL

- 9 DR — **ESRS E1** Climate Change
- 6 DR — **ESRS E2** Pollution
- 5 DR — **ESRS E3** Water & marine resources
- 6 DR — **ESRS E3** Biodiversity & ecosystems
- 6 DR — **ESRS E5** Resource use & circular economy

SOCIAL

- 17 DR — **ESRS S1** Own workforce
- 5 DR — **ESRS S2** Workers in the value chain
- 5 DR — **ESRS S3** Affected communities
- 5 DR — **ESRS S4** Consumers & end-users

GOVERNANCE

- 6 DR — **ESRS G1** Business Conduct

Co-funded by
the European Union

# ESG Reporting Frameworks for SMEs

## Regulatory vs. Voluntary Reporting

- **Mandatory (larger companies):** EU CSRD, ESRS, NFRD etc.
- **Voluntary (for SMEs & SEE):** GRI, SASB, SDG-aligned reports, VSME ESRS
- **Flexible & unstructured:** Company’s own impact report

Co-funded by
the European Union

# Voluntary ESG Reporting for SMEs

## Popular voluntary reporting options:

1. **Global Reporting Initiative (GRI):** Widely used framework

2. **Sustainability Accounting Standards Board (SASB):** Industry-specific

3. **UN Sustainable Development Goals (SDGs):** Aligning with global goals

4. **Company's own impact report:** Storytelling & key metrics

Co-funded by
the European Union

# VSME ESRS
## A New Voluntary Standard for SMEs

SKIFT Skills for transition

### What is VSME ESRS?

- A **simplified version** of the EU's ESG reporting standards (ESRS)
- Designed **for SMEs** to report on sustainability without heavy compliance burden
- **Focus areas:** Key ESG topics relevant to small businesses

### Why consider it?

- Helps SMEs **align with EU regulations** (CSRD) without full compliance
- Can improve **access to funding, investors & supply chain partnerships**
- Supports **gradual ESG integration** in a structured way

### How to use it?

- Identify which VSME **disclosures fit your business**
- Start with **basic qualitative & quantitative reporting**
- Use it as a **stepping stone** for future ESG reporting

In addition to the standards already available, EFRAG is developing **SMEs' proportionate standards**. This **VSEM ESRS** is currently still in the **draft phase**.

LINK: VSME ESRS

Co-funded by the European Union

# Flexible vs. Standardized Methods

**The choice of the method depends also on the type and purpose of the organization:**

- **For Single Cooperatives:**
  - Prefer **flexible, tailored methodologies**
  - Focus on **Key Performance Indicators (KPIs)** or **causal links**
  - **Goal:** Understand and improve **specific impacts**

- **For Governments, Investors & Federations:**
  - Promote **standardized methods** for **comparison & benchmarking**
  - Enable **aggregation of data** across multiple cooperatives
  - **Goal:** Identify and support **top-performing organizations**

## Customized or Standardized method

**Customized evaluation**

- Allows a more detailed description, adapted to the context
- Mostly targeted at an internal audience
- Aims at understanding and improving impact

**Standardized measurement**

- Relies on common processes and indicators
- Mostly targeted at an external audience
- Aims at communicating and comparing impact

Co-funded by the European Union

*Source: CECOP Measuring the Social Impact of Industrial and Service Cooperatives in Europe*

# Reporting and communication

- **Align with values & mission:** ESG should support your core purpose
- **Keep it simple:** Highlight what you are already doing and inform about future plans
- **Authenticity is key:** No greenwashing or social washing
- **Report readers:** adapt communication style to the stakeholders needs
- **Use data + storytelling:** Combine numbers with real stories

Co-funded by
the European Union

# Focus on ‚E' - Environment

**Practical ESG actions:** Energy efficiency, waste reduction, sourcing

**Easy wins for SMEs:**

- Reducing office energy consumption
- Implementing recycling programs
- Reducing water usage
- Encouraging sustainable sourcing


Co-funded by
the European Union

# Environmental metrix

## Carbon footprint for SME is not so difficult



**Basic Module – Environment metrics**

**B3 – Energy and greenhouse gas emissions**

29. The undertaking shall disclose its total energy consumption in MWh, with a breakdown as per the table below, if it can obtain the necessary information to provide such a breakdown:

| | Renewable | Non-renewable | Total |
|---|---|---|---|
| Electricity (as reflected in utility billings) | | | |
| Fuels | | | |
| Total | | | |

Co-funded by the European Union

*Source: VSME ESRS – EFRAG draft*

# "S" – The Core of Social Economic Enterprises (SEE)

- **People-first approach:** Fair wages, employee well-being, diversity & inculsion, training & development programmes
- **Community impact:** Local job creation, partnerships, social inclusion, volunteering, donations.

Co-funded by the European Union

# „G" – refers to your corporate culture, fairness and management ethics

- **Transparency: e.g.** ESG reporting, financial transparency.
- **Ethical practices**: application of ethical values to organisational behaviour, discrimination prevention.
- **Corporate governance**: management structure, board composition, diversity.
- **Clear rules and policies:** on corruption, bribery, conflicts of interest, and political donations and lobbying.

Co-funded by
the European Union

# Case Study

## How a Social Enterprise Used ESG Reporting to Drive Impact

Co-funded by
the European Union

# Café Direct (UK) – A Social Enterprise Championing Ethical Trade

## Background:

Café Direct is a UK-based social enterprise and certified **B Corp** that sources coffee and tea from smallholder farmers across Latin America, Africa, and Asia.

Unlike traditional coffee companies, Café Direct reinvests **at least 50% of its profits** back into farmer communities, supporting education, infrastructure, and sustainable agriculture.


Co-funded by
the European Union

# ESG & Social Impact Focus ("S" in ESG)

### 1. Fair Wages & Ethical Sourcing

- ✓ Works directly with **38 producer organizations** across 12 countries
- ✓ **Pays 50% above** the Fairtrade minimum price to farmers
- ✓ Ensures ethical sourcing and **long-term partnerships** with suppliers

### 2. Community Development & Profit Sharing

- ✓ Created the **Producers Direct Foundation**, investing in farmer-led training programs
- ✓ Over **£9 million** reinvested into farmer communities
- ✓ Focuses on **education, climate resilience, and sustainable farming techniques**

### 3. Diversity & Inclusion

- ✓ Supports **gender equality in farming**, providing leadership opportunities for women
- ✓ Empowers smallholder farmers with training in **business management & sustainability**

Co-funded by the European Union

# How They Report Their Impact
## (Voluntary ESG Reporting)

Café Direct publishes an **annual Impact Report** using **SDG alignment, and voluntary ESG metrics** to communicate its sustainability efforts transparently.

The report includes:

- ✅ **Social & community investments** (amount reinvested, farmer training programs)
- ✅ **Diversity statistics** (women farmers & leadership roles)
- ✅ **Environmental impact** (carbon footprint, sustainable packaging efforts)
- ✅ **Governance & ethical business model** (profit reinvestment, transparency)

Co-funded by the European Union

# Results & Business Benefits

- ✓ **Stronger Brand & Customer Loyalty**: Ethical sourcing and transparent reporting increased customer trust, growing their **market share in ethical consumer markets**
- ✓ **Investor & Partner Attraction**: ESG transparency helped secure partnerships with ethical retailers and investors aligned with sustainable business models
- ✓ **Employee Engagement**: High employee satisfaction due to the company's strong ethical mission

Co-funded by the European Union

# Steps to Start Your ESG Reporting Journey

1. Identify **what matters most** to your enterprise
2. Choose a **simple, voluntary framework** (GRI, VSME ESRS, SDGs)
3. Start **measuring & collecting data** (even small steps count!)
4. Communicate clearly - **focus on impact, not perfection**
5. **Engage stakeholders** - employees, customers, investors

## Remember

- ESG reporting is **flexible** for SMEs & SEE
- Start with **what you have - **small steps lead to big impact
- Social impact **("S")** is **the heart of SEE - **prioritize it
- **Storytelling + data** = effective communication

Co-funded by the European Union

**Example:** [Lumos ESG Report]

# Excercise

Work in groups

Co-funded by
the European Union

# Case Study

## First steps towards ESG strategy and reporting

**Select one organization among the members of the group or an exemplary, invented organization**

1. **Choose at least one Environmental, Social and Governance topic that is aligned with values & mission of your organisation**

2. **Choose at least one measurable target for chosen topics and describe how you're going to measure the progress against them**

*You may already think about:*

- *whether the information is available in your organisation*
- *how you're going to collect information on the indicators/information selected for reporting*
- *whom you need to involve*

3. **Describe how you are going to communicate externally on your sustainability efforts**

*Take into account:*

- ***Simplicity:** Highlight what you are already doing*
- ***Using data + storytelling:** Combine numbers with real stories*
- ***Who you're going to attract**: local communities, donors and business partners*

Co-funded by the European Union

Work in groups **until 2:00 pm**

**5 minutes** presentation including Q&A

# exercise supporting material

Co-funded by
the European Union

# ESG Topics

## Environment

- carbon ($eCO_2$) emissions,
- waste management,
- natural resource usage,
- energy efficiency,
- efforts to mitigate climate change.

## Social

- labor practices,
- diversity and inclusion,
- local community engagement,
- supplier standards.

## Governance

- board structure
- ethics & transparency
- compliance with laws and regulations
- executive compensation
- anti-corruption policies
- whistleblowing procedures.

Co-funded by
the European Union

# Key Performance Indicators (KPIs) for measuring Social Impact

Examples for Social Economic Enterprises (SEE), nonprofits, and foundations

SKIFT Skills for transition

*Example SEE focused on:* **Child Development & Education SEE**

### 📌 Access to Education & Learning

- ✅ **Number of children enrolled** in education programs
- ✅ **Student retention & completion rates** (%)
- ✅ **Teacher-to-student ratio**
- ✅ **Improvement in test scores** (before & after program)
- ✅ **Digital learning access** (e.g., % of students with internet or device access)

### 📌 Child Welfare & Well-being

- ✅ **Number of children transitioned from institutions to family care**
- ✅ **Reduction in child malnutrition rates** (%)
- ✅ **Increase in children receiving healthcare services** (%)
- ✅ **Parental/caregiver training participation** (# of families trained)

### 📌 Equity & Inclusion

- ✅ **% of children from marginalized backgrounds enrolled**
- ✅ **Gender parity in education** (boys vs. girls attending)
- ✅ **Special needs accessibility improvements** (# of children with disabilities supported)

## KPIs for Employment & Workforce Development SEE

### 📌 Diversity, Equity & Inclusion (DEI)

- ✅ **% of women in leadership positions**
- ✅ **% of employees with disabilities**
- ✅ **Ethnic diversity in workforce** (%)

### 📌 Job Creation & Economic Impact

- ✅ **Number of jobs created** (full-time, part-time, freelance)
- ✅ **% of employees earning a living wage**
- ✅ **Employment retention rate** (%)
- ✅ **% of workforce from underprivileged communities**
- ✅ **Number of people trained/upskilled** (vocational & entrepreneurship programs)

Co-funded by the European Union

# Key Performance Indicators (KPIs) for measuring Social Impact

Examples for Social Economic Enterprises (SEE), nonprofits, and foundations

## Community & Social Development KPIs

### 📌 Community Engagement & Support

- ✅ **Number of community members benefiting from programs**
- ✅ **Volunteer engagement** (hours contributed, # of volunteers)
- ✅ **Funds raised & allocated to social programs**
- ✅ **Local partnerships established** (e.g., with schools, NGOs, government)

### 📌 Health & Well-being

- ✅ **Reduction in disease rates due to health programs** (%)
- ✅ **Access to mental health support** (# of individuals served)
- ✅ **Number of health check-ups provided**

## KPIs for ESG Reporting & Transparency

### 📌 Stakeholder Engagement & Accountability

- ✅ **ESG or impact reports published annually** (Yes/No)
- ✅ **% of funding spent on direct social impact** (vs. operational costs)
- ✅ **Stakeholder satisfaction & trust scores** (%)

## Ethical Supply Chain & Fair Trade KPIs

### 📌 Ethical Sourcing & Worker Welfare

- ✅ **% of suppliers adhering to fair trade standards**
- ✅ **Living wage compliance across supply chain** (%)
- ✅ **Reduction in workplace incidents/injuries**
- ✅ **% of products sourced from sustainable or ethical sources**

Co-funded by
the European Union


17 GOALS TO TRANSFORM OUR WORLD
1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS
SUSTAINABLE DEVELOPMENT GOALS

# Partners

SKIFT
Skills for transition

KOOPERATIONEN
Den Kooperative Arbejdsgiver- og interesseorganisation i Danmark

REVES
Réseau Européen des Villes & Régions de l'Économie Sociale
European Network of Cities & Regions for the Social Economy

CECOP
CICOPA Europe

FISE

DEMETRA
FORMAZIONE

CENTRO SERVIZI AZIENDALI
COESI
IMPRESA SOCIALE

LEGACOOP
EMILIA-ROMAGNA

Co-funded by the European Union

# Skills for transition

Kamila Wosińska & Michał Purol 18-02-24

Co-funded by
the European Union

1

# Table 1

## Joint analysis of the SEEs external stakeholders and their impact (external focus)

- External stakeholders and their role in value building
- How to communicate and gain business partners - ESG as a market advantage
- How can ESG improve the perception of the brand?

Co-funded by the European Union

1

# Table 2

## Reporting needs, how to communicate our best practices (internal focus)

- ESG Reporting structure and voluntary reporting for SME
- Communicate/report what you have and want to share
- Experience, best practices and knowledge sharing

Co-funded by
the European Union

# Case Study

**5 Groups**
mixed groups from 2 'table' workshops

SKIFT
Skills for transition

## Create a comprehensive solution for the effective communication of ESG related activities to increase the involvement of local communities, attract donors and gain business partners?

1. Select one organization among the members of the group or an exemplary, invented organization

2. Consider and include in your solution:
   a) mapping of external stakeholders and business partners you want to attract
   b) the selection of ESG/CSR aspects that the organisation will focus on and will report on (3-5 aspects)
   c) what will be your ESG targets and how you're going to measure the progress against them
   d) how you will collect internal information on the indicators/information selected for reporting
   e) how you are going to communicate externally on your sustainability efforts
   f) the way of your direct communication to local communities, donors and business partners to convince them to work with you **as part of <u>their</u> sustainability** efforts

3. Present your solution on the forum

**~45-60 minutes** work in groups

**~7-10 minutes** presentation including Q&A

Co-funded by
the European Union

# Partners

SKIFT
Skills for transition

KOOPERATIONEN
Den Kooperative Arbejdsgiver- og interesseorganisation i Danmark

REVES
Réseau Européen des Villes & Régions de l'Économie Sociale
European Network of Cities & Regions for the Social Economy

CECOP
CICOPA Europe

FISE

DEMETRA
FORMAZIONE

CENTRO SERVIZI AZIENDALI
COESI
IMPRESA SOCIALE

LEGACOOP
EMILIA-ROMAGNA

Co-funded by the European Union

# ESG Topics

| Environment | Social | Governance |
|---|---|---|
| • carbon ($eCO_2$) emissions,<br>• waste management,<br>• natural resource usage,<br>• energy efficiency,<br>• efforts to mitigate climate change. | • labor practices,<br>• diversity and inclusion,<br>• local community engagement,<br>• supplier standards. | • board structure<br>• ethics & transparency<br>• compliance with laws and regulations<br>• executive compensation<br>• anti-corruption policies<br>• whistleblowing procedures. |

Co-funded by the European Union

# Key Performance Indicators (KPIs) for measuring Social Impact

Examples for Social Economic Enterprises (SEE), nonprofits, and foundations

**Example SEE focused on:* **Child Development & Education SEE**

### 📌 Access to Education & Learning

- ✅ **Number of children enrolled** in education programs
- ✅ **Student retention & completion rates** (%)
- ✅ **Teacher-to-student ratio**
- ✅ **Improvement in test scores** (before & after program)
- ✅ **Digital learning access** (e.g., % of students with internet or device access)

### 📌 Child Welfare & Well-being

- ✅ **Number of children transitioned from institutions to family care**
- ✅ **Reduction in child malnutrition rates** (%)
- ✅ **Increase in children receiving healthcare services** (%)
- ✅ **Parental/caregiver training participation** (# of families trained)

### 📌 Equity & Inclusion

- ✅ **% of children from marginalized backgrounds enrolled**
- ✅ **Gender parity in education** (boys vs. girls attending)
- ✅ **Special needs accessibility improvements** (# of children with disabilities supported)

**KPIs for Employment & Workforce Development SEE**

### 📌 Diversity, Equity & Inclusion (DEI)

- ✅ **% of women in leadership positions**
- ✅ **% of employees with disabilities**
- ✅ **Ethnic diversity in workforce** (%)

### 📌 Job Creation & Economic Impact

- ✅ **Number of jobs created** (full-time, part-time, freelance)
- ✅ **% of employees earning a living wage**
- ✅ **Employment retention rate** (%)
- ✅ **% of workforce from underprivileged communities**
- ✅ **Number of people trained/upskilled** (vocational & entrepreneurship programs)

Co-funded by the European Union

# Key Performance Indicators (KPIs) for measuring Social Impact

Examples for Social Economic Enterprises (SEE), nonprofits, and foundations

SKIFT Skills for transition

## Community & Social Development KPIs

### 📌 Community Engagement & Support

- ✅ **Number of community members benefiting from programs**
- ✅ **Volunteer engagement** (hours contributed, # of volunteers)
- ✅ **Funds raised & allocated to social programs**
- ✅ **Local partnerships established** (e.g., with schools, NGOs, government)

### 📌 Health & Well-being

- ✅ **Reduction in disease rates due to health programs** (%)
- ✅ **Access to mental health support** (# of individuals served)
- ✅ **Number of health check-ups provided**

## KPIs for ESG Reporting & Transparency

### 📌 Stakeholder Engagement & Accountability

- ✅ **ESG or impact reports published annually** (Yes/No)
- ✅ **% of funding spent on direct social impact** (vs. operational costs)
- ✅ **Stakeholder satisfaction & trust scores** (%)

## Ethical Supply Chain & Fair Trade KPIs

### 📌 Ethical Sourcing & Worker Welfare

- ✅ **% of suppliers adhering to fair trade standards**
- ✅ **Living wage compliance across supply chain** (%)
- ✅ **Reduction in workplace incidents/injuries**
- ✅ **% of products sourced from sustainable or ethical sources**

Co-funded by the European Union


17 GOALS TO TRANSFORM OUR WORLD
1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS
SUSTAINABLE DEVELOPMENT GOALS

# LET'S MAKE A SWOT


1. **Make a SWOT analysis - helpful questions and examples. Remember to write down aspects related to sustainability as well:**

   a) **Strengths – example: qualified experts as a staff, loyal network of customers**
   *What do you do well? What your customers or suppliers say that you do well? What relationships are strong (take a look into your map of stakeholders)? What skills do we have that our competitors don't?*

   b) **Weaknesses – lack of communication strategy, lack of skills in specific field that is important in your organization**
   *Where can we improve? What do our stakeholders complain about (take a look into your map of stakeholders)? Are our equipment, products old or up to date? Are you lacking of staff, skills or trainings? Do you communicate properly to the group you aim for?*

   c) **Opportunities – demands around ESG, trends on market**
   *Target market is growing or shifting in our favour? Are there upcoming events that we can benefit for? Do you have any stakeholder that can improve your organization in any way (take a look into the map of stakeholders)? Do you know the needs of your customers that you can fullfill? Are there any grants/funds that you can use?*

   d) **Threats – specific competitors, weak relations with value chain**
   *New competitors? Unstable relations and complaints in value chain? Industry or economic trends that can affect us? Is our market shrinking? Lack of understanding from customers?*

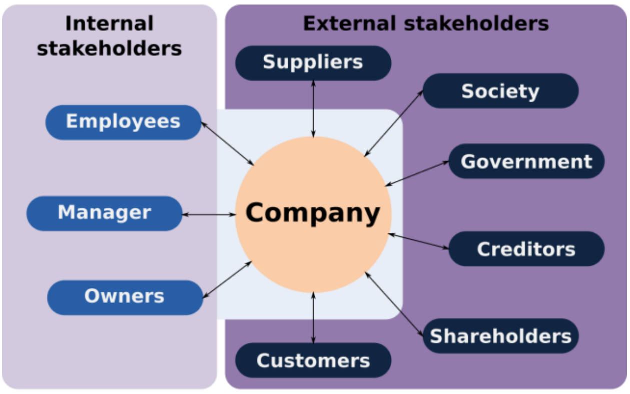
2. **Form your business levers/solutions:**

At this level you can connect strengths with weaknesses and opportunities with threats to find solution to reduce harmful elements.

During this exercises concentrate on your stakeholders (during last exercises with table/group nr 2 also internal one), and try to form:

**How you are going to communicate externally on your sustainability efforts?**
*Maybe it's time for some politics for suppliers? What about your communication strategy? Maybe you can use some of your stakeholders to strenghten your communication?*

**The way of your direct communication to local communities, donors and business partners to convince them to work with you as part of their sustainability efforts?**
Change of communication form? Actions for local communities? Funds/grants list and further strategy? New cooperation?




## How to prepare for the meeting with potential business partner?

| ANALYZE | PREPARE | MEET |
|---|---|---|
| - Check their reports around ESG.<br><br>- Check information on the website and other articles<br><br>- Check a team background that you plan to meet (find something in common)<br><br>- Analyze your strenghts and opportunities compared to your competitors and others on the market (what makes you the best option) | - Have even a simple but marketing strategy:<br>a) What is your storytelling<br>b) Who are you showing your message to?<br>c) Simplify your communication<br>d) Where are the places that you can show your organisation (conferences, meetings, business network meetings, working groups) – and what you want to achiee there?<br><br>- Show your skills, portfolio, not just a product. | During the meeting:<br><br>- Remember that you know yourself but others not necessarly so be clear and make it simple<br>- Be an expert but remember to speak simple so as to be understood<br><br>- Listen to the other side! Be flexible to their needs. Your presentation doesn't mean that only you speak during the meeting. |

1

# Table 1

## Joint analysis of the SEEs external stakeholders and their impact (external focus) - WORKSHOP

- External stakeholders and their role in value building
- How to communicate and gain business partners - ESG as a market advantage
- How can ESG improve the perception of the brand?

Co-funded by the European Union

# Agenda

1 h 45 min

SKIFT
Skills for transition

5 min | 1 | **Intro – Value Chain and stakeholders basics**

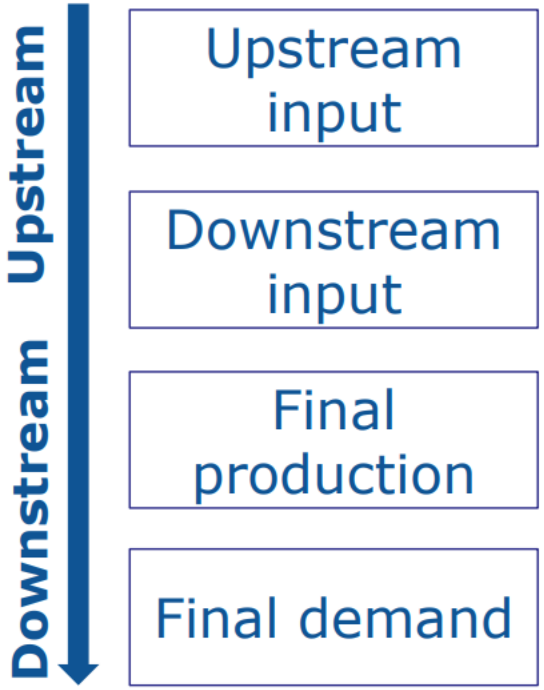
70min | 2 | **Workshop in groups:**

- Stakeholders mapping – find your upstream and downstream external stakeholders (15 min)
- Impact - both paths of impact and make a dialogue (20 min). Inside-out and out-inside.
- SWOT analyze and plan (35 min)

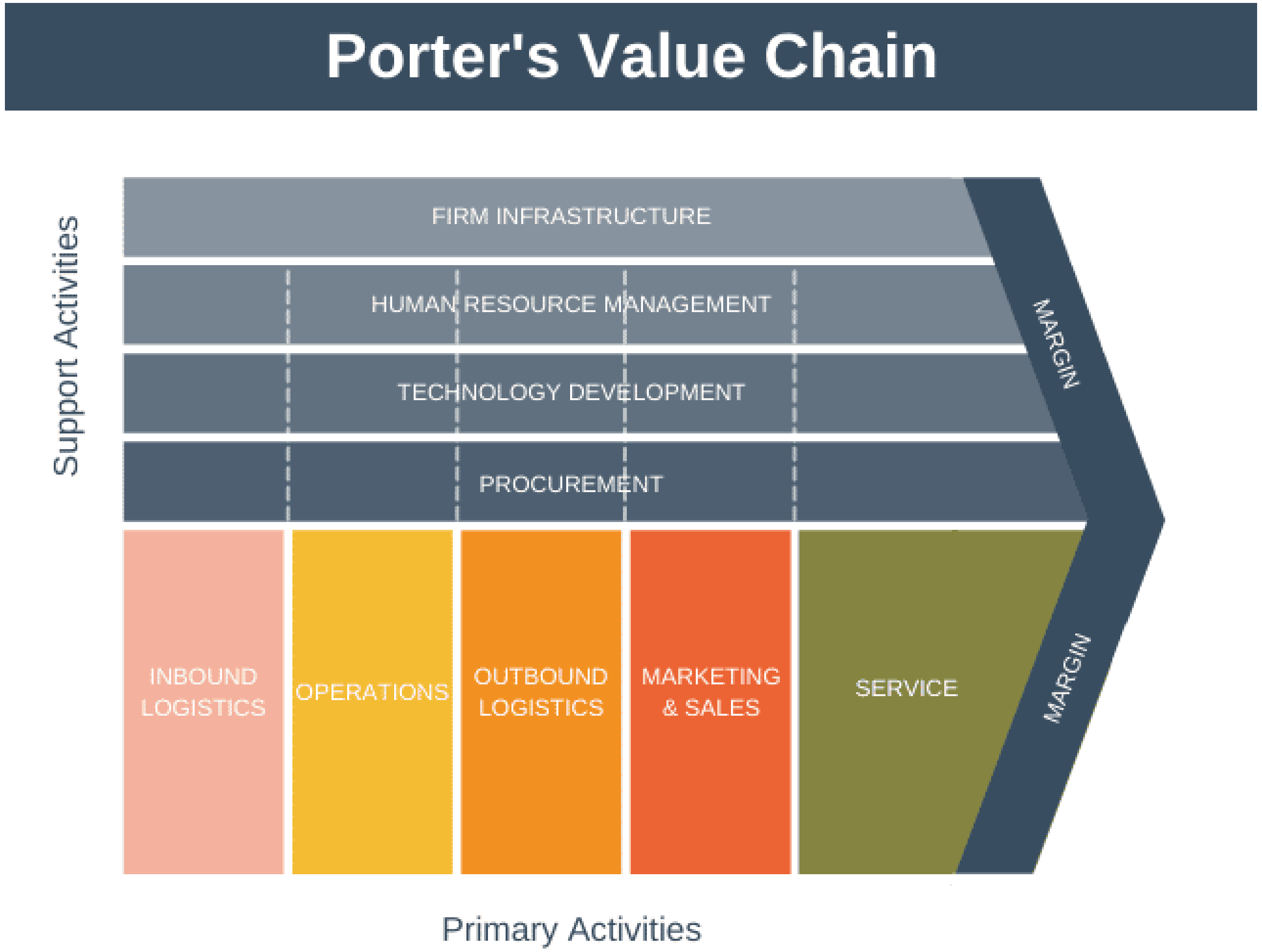
30 min | 3 | **Summary of group work and Q&A**

Co-funded by
the European Union

# Value Chain




European Commission




Co-funded by the European Union

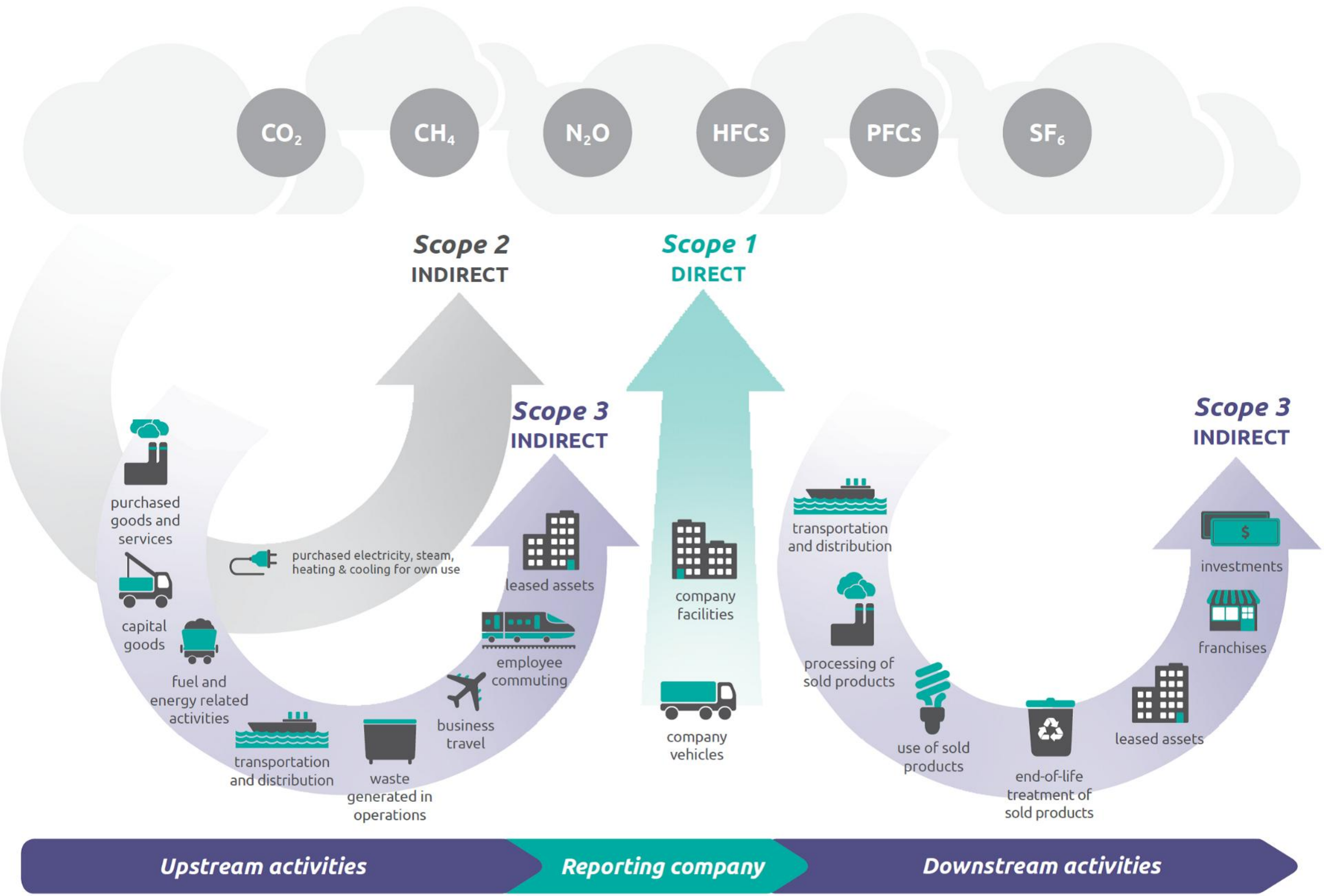
# Value chain vs supply chain

A **'supply chain'** refers to the system and resources required to move a product or service from supplier to customer.

The **'value chain'** concept builds on this to also consider the manner in which value is added along the chain, both to the product / service and the actors involved. From a sustainability perspective, 'value chain' has more appeal, since it explicitly references internal and external stakeholders in the value-creation process.

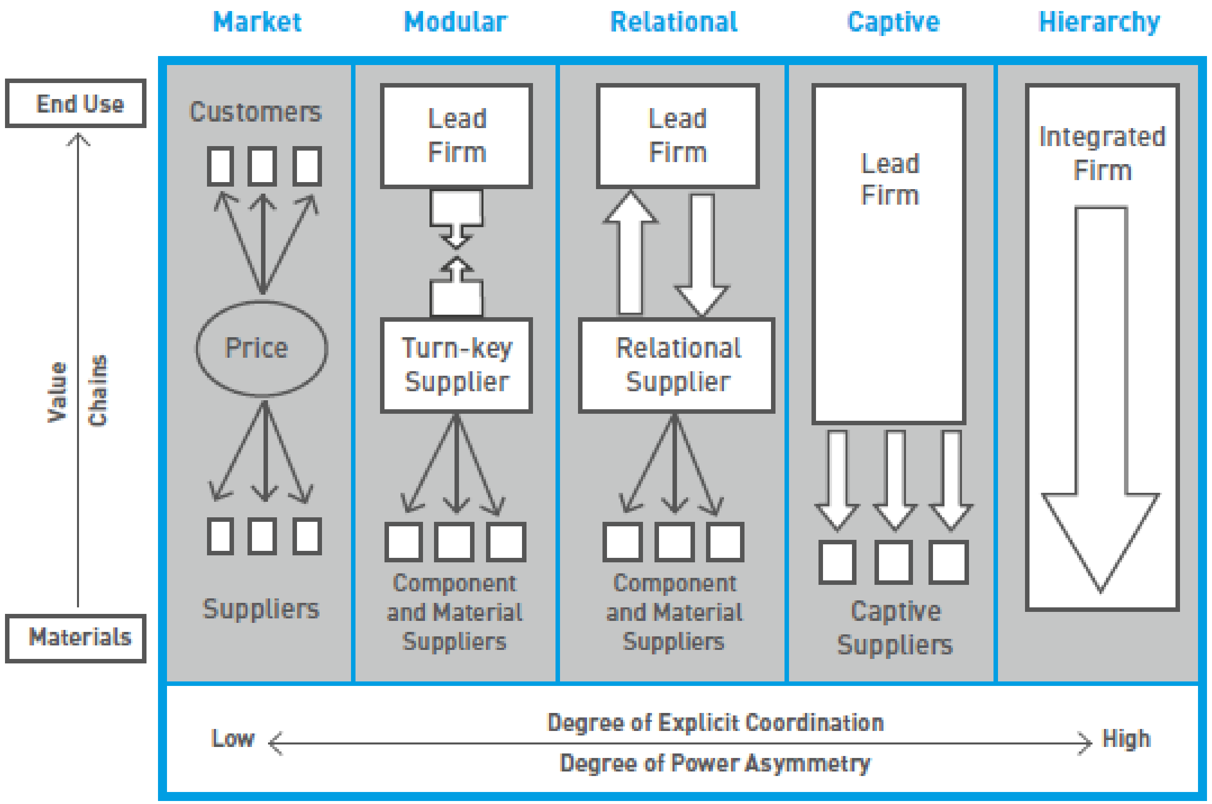
It also encourages a full-lifecycle perspective and not just a focus on the (upstream) procurement of inputs. Value is generally used in a narrow economic sense, but it can be interpreted to encompass 'values', ie ethical and moral concerns as well as other non-monetary utility values such as closing material loops, the provision of ecosystem services and added customer value. – *Cambridge Institute for Sustainability*

Co-funded by
the European Union




Co-funded by
the European Union

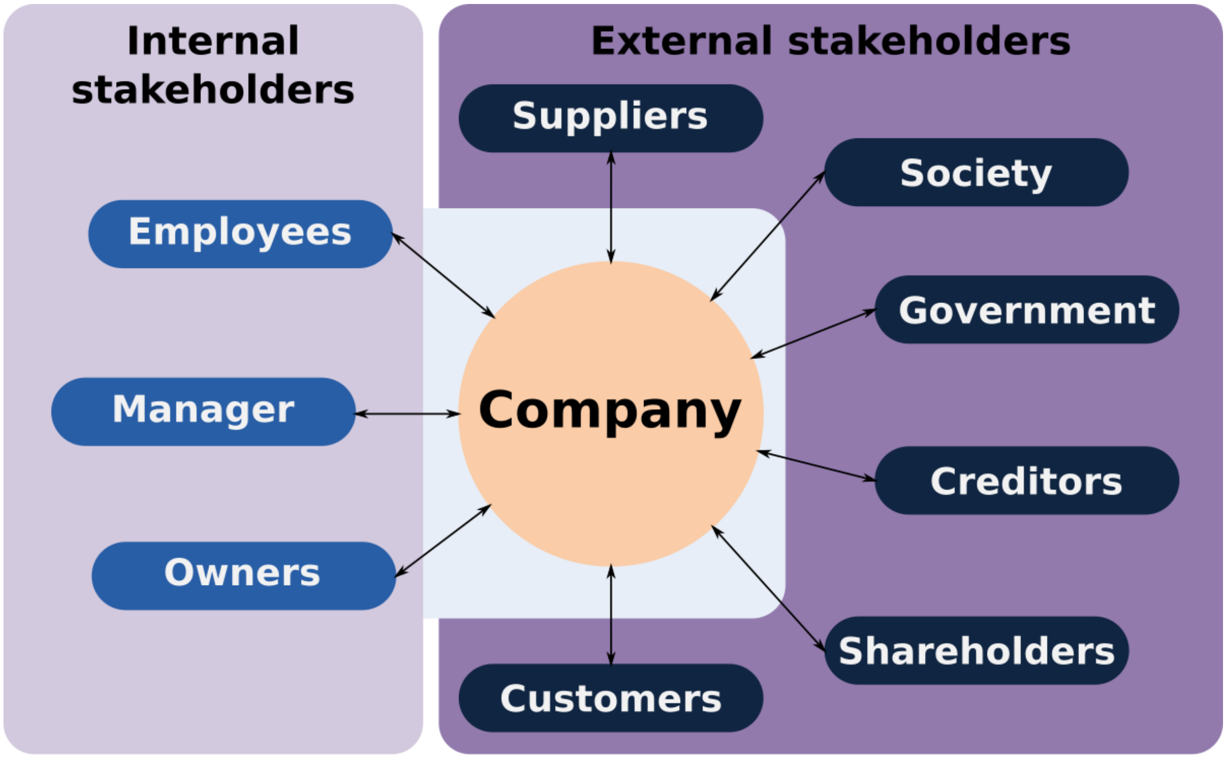
**Figure 4. Five Global Value Chain Governance Types**




*Source: Gereffi et al., 2005.*

Co-funded by the European Union

# STAKEHOLDERS


Co-funded by
the European Union

# Exercise – 1.1 – 15 min
# Define your stakeholders

1. Divide into groups and choose your leader (leader will present your work and speak with your stakeholders during part 2)
2. Choose organisation that you will analyze – it can be yours or other that you know well
3. Find your upstream and downstream stakeholders (do not concentrate in your own workforce – just external perspective)
4. Analyze your governance level – is it strong relation or weak one. Can you change this stakeholder easily or it is your tailormade cooperation.

**Instruction:**

Form of your graph/diagrame is free, you can express yourself in a way you like and understand. Remember that at the end you will explain it to the others.

Leave space between company and stakeholders for further notes.

Co-funded by the European Union

# Exercise – 1.2 – 20 min
# Impact in value chain and stakeholders dialogue

1. Take a look into your stakeholders group.
2. Add an arrow from your organisation to stakeholders and write down your impacts – how do you affect them? What do you give them? What can you give them but not yet made it (with other colour)?
3. Add arrow from stakeholders to your organistaion – what impact do they have? Do they just give you products or money or they have specific impact on your organisation.
4. Leader stay in your role. Others in group choose one stakeholder each (in downstream and upstream). Imagine the dialogue with stakeholders. Leader ask your stakeholder about their needs. Check what usefull information you can take with them.

**Instruction:**
Try to understand your risks and possibilities in value chain. How strong are those relations? Can you change something to change negative to a positive impact?

Co-funded by
the European Union

# Exercise – 1.3 – 35 min


**Politics, communication, internal experts etc.**

**Your value chain but also risks in broader surrounding around the market or competitors**

Co-funded by the European Union

# Make a SWOT analysis - helpful questions and examples.

SKIFT
Skills for transition

a) **Strengths** – qualified experts as a staff, loyal network of customers
*What do you do well? What your customers or suppliers say that you do well? What relationships are strong (take a look into your map of stakeholders)? What skills do we have that our competitors don't?*

b) **Weaknesses** – lack of communication strategy, lack of skills in specific field that is important in your organization
*Where can we improve? What do our stakeholders complain about (take a look into your map of stakeholders)? Are our equipment, products old or up to date? Are you lacking of staff, skills or trainings? Do you communicate properly to the group you aim for?*

c) **Opportunities** – demands around ESG, trends on market
*Target market is growing or shifting in our favour? Are there upcoming events that we can benefit for? Do you have any stakeholder that can improve your organization in any way (take a look into the map of stakeholders)? Do you know the needs of your customers that you can fullfill? Are there any grants/funds that you can use?*

d) **Threats** – specific competitors, weak relations with value chain
*New competitors? Unstable relations and complaints in value chain? Industry or economic trends that can affect us? Is our market shrinking? Lack of understanding from customers?*

Co-funded by
the European Union

# Take a look into your map and SWOT:

**How you are going to communicate externally on your sustainability efforts?**

*Maybe it's time for some politics for suppliers? What about your communication strategy? Maybe you can use some of your stakeholders to strenghten your communication?*

**The way of your direct communication to local communities, donors and business partners to convince them to work with you as part of their sustainability efforts?**

Change of communication form? Actions for local communities? Funds list and strategy? Cooperation?

Co-funded by
the European Union

# How to prepare for the meeting with potential business partner?

<table>
<tr><th>ANALYZE</th><th>PREPARE</th><th>MEET</th></tr>
<tr>
<td>- Check their reports around ESG.<br><br>- Check information on the website and other articles<br><br>- Check a team background that you plan to meet (find something in common)<br><br>- Analyze your strenghts and opportunities compared to your competitors and others on the market (what makes you the best option)</td>
<td>- Have even a simple but marketing strategy:<br>a) What is your storytelling<br>b) Who are you showing your message to?<br>c) Simplify your communication<br>d) Where are the places that you can show your organisation (conferences, meetings, business network meetings, working groups) – and what you want to achiee there?<br><br>- Show your skills, portfolio, not just a product.</td>
<td>During the meeting:<br><br>- Remember that you know yourself but others not necessarily so be clear and make it simple<br>- Be an expert but remember to speak simple so as to be understood<br><br>- Listen to the other side! Be flexible to their needs. Your presentation doesn’t mean that only you speak during the meeting.</td>
</tr>
</table>

# Summary and Q&A (30 min)

Co-funded by
the European Union

## Appendix B: List of possible sustainability issues

The appendix below is an integral part of this Standard and provides a list of possible sustainability issues.

| Topic | Sustainability issue: Sub-topic | Sustainability issue: sub-sub topic |
|---|---|---|
| Climate change | – Climate change adaptation<br>– Climate change mitigation<br>– Energy | |
| Pollution | – Pollution of air<br>– Pollution of water<br>– Pollution of soil<br>– Pollution of living organisms and food resources<br>– Substances of concern<br>– Substances of very high concern<br>– Microplastics | |
| Water and marine resources | – Water<br>– Marine resources | – Water consumption<br>– Water withdrawals<br>– Water discharges<br>– Water discharges in the oceans<br>– Extraction and use of marine resources |
| Biodiversity and ecosystems | – Direct impact drivers of biodiversity loss | – Climate Change<br>– Land-use change, fresh water-use change and sea-use change<br>– Direct exploitation<br>– Invasive alien species<br>– Pollution<br>– Others |
| | – Impacts on the state of species | – Examples:<br>– Species population size<br>– Species global extinction risk |
| | – Impacts on the extent and condition of ecosystems | – Examples:<br>– Land degradation<br>– Desertification<br>– Soil sealing |
| | – Impacts and dependencies on ecosystem services | |
| Circular economy | – Resources inflows, including resource use<br>– Resource outflows related to products and services<br>– Waste | |
| Own workforce | – Working conditions | – Secure employment<br>– Working time<br>– Adequate wages<br>– Social dialogue |

| Topic | Sustainability issue: Sub-topic | Sustainability issue: sub-sub topic |
|---|---|---|
| | | – Freedom of association, the existence of works councils and the information, consultation and participation rights of workers<br>– Collective bargaining, including rate of workers covered by collective agreements<br>– Work-life balance<br>– Health and safety |
| | – Equal treatment and opportunities for all | – Gender equality and equal pay for work of equal value<br>– Training and skills development<br>– Employment and inclusion of persons with disabilities<br>– Measures against violence and harassment in the workplace<br>– Diversity |
| | – Other work-related rights | – Child labour<br>– Forced labour<br>– Adequate housing<br>– Privacy |
| Workers in the value chain | – Working conditions | – Secure employment<br>– Working time<br>– Adequate wages<br>– Social dialogue<br>– Freedom of association, including the existence of work councils<br>– Collective bargaining<br>– Work-life balance<br>– Health and safety |
| | – Equal treatment and opportunities for all | – Gender equality and equal pay for work of equal value<br>– Training and skills development<br>– The employment and inclusion of persons with disabilities<br>– Measures against violence and harassment in the workplace<br>– Diversity |
| | – Other work-related rights | – Child labour<br>– Forced labour<br>– Adequate housing<br>– Water and sanitation<br>– Privacy |
| Affected communities | – Communities' economic, social and cultural rights | – Adequate housing<br>– Adequate food<br>– Water and sanitation<br>– Land-related impacts |

| Topic | Sustainability issue: Sub-topic | Sustainability issue: sub-sub topic |
|---|---|---|
| | | – Security-related impacts |
| | – Communities' civil and political rights | – Freedom of expression<br>– Freedom of assembly<br>– Impacts on human rights defenders |
| | – Rights of indigenous communities | – Free, prior and informed consent<br>– Self-determination<br>– Cultural rights |
| Consumers and end-users | – Information-related impacts for consumers and/or end-users | – Privacy<br>– Freedom of expression<br>– Access to (quality) information |
| | – Personal safety of consumers and/or end-users | – Health and safety<br>– Security of a person<br>– Protection of children |
| | – Social inclusion of consumers and/or end-users | – Non-discrimination<br>– Access to products and services<br>– Responsible marketing practices |
| Business conduct | – Corporate culture<br>– Protection of whistle-blowers<br>– Animal welfare<br>– Political engagement<br>– Management of relationships with suppliers including payment practices | |
| | – Corruption and bribery | – Prevention and detection including training<br>– Incidents |