



**SEE-GL**  
SKILLS AND EMPLOYMENT  
ENHANCEMENT IN GREEN LOGISTICS



Co-funded by  
the European Union

# ESG SPECIALIST

*in transport logistics*



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# 1. INTRODUCTION



SEE-GL

SKILLS AND EMPLOYMENT  
ENHANCEMENT IN GREEN LOGISTICS

ESG SPECIALIST IN  
TRANSPORT LOGISTICS

# INTRODUCTION

The "Skills and Employment Enhancement in Green Logistics" (SEE-GL) project is a regional initiative implemented in Slovenia, Croatia, Bosnia and Herzegovina, Kosovo, and Montenegro, aimed at modernizing vocational education and training (VET) in the transport and logistics sector. By embedding Environmental, Social, and Governance (ESG) principles into VET curricula, SEE-GL addresses critical regional challenges, including environmental sustainability, labor market adaptability, social inclusion, and good governance.

The project supports the transition toward a green and sustainable logistics industry by equipping professionals with future-oriented skills and fostering cooperation between public and private sector actors. It also promotes the use of digital education tools and alignment with the European Qualifications Framework (EQF) to facilitate mobility and employability.

One of the key goals is the development of a new occupational profile – ESG Specialist in Transport Logistics – as well as the improvement of training capacities of VET institutions to respond to evolving labor market demands. Through targeted interventions, SEE-GL contributes to the broader objectives of the Erasmus+ Programme, including green transition, digitalization, social inclusion, and regional cooperation in the Western Balkans.





## 2. GENERAL INFO



## 2. GENERAL INFO

### 2.1. GENERAL INFORMATION ABOUT THE EDUCATION PROGRAM

|                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Sector of application of the program</b>                  | Transport and logistics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Program name</b>                                          | ESG Specialist in transport logistics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Program enrollment requirements</b>                       | <ul style="list-style-type: none"><li>• Previous qualification at EQF level 4.1</li><li>• At least 18 years of age</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Program acquisition requirements (program completion)</b> | <ul style="list-style-type: none"><li>• Successful final oral or written test of acquired knowledge</li><li>• Successfully completed verification of acquired skills</li><li>• The final check can be carried out by a trainer/s with experience in the logistics and transport sector and ESG.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Duration and methods of teaching</b>                      | <p>The education program can be carried out through regular classes lasting 100 hours with the possibility of performing the theoretical part of the program remotely in real time or by using or using a suitable learning platform that is in line with the program.</p> <p>Learning outcomes are achieved through a guided learning process in the institution lasting 24 hours, work-based learning lasting 42 hours and through independent activities of the participants lasting 34 hours. Work-based learning includes situational learning and the execution of specific work tasks in real and/or simulated conditions. Work-based learning takes place in warehouses, logistics centers or companies that mainly deal with logistics.</p> <p>Independent learning includes activities such as researching, creating project tasks or solving case studies, which further deepen the knowledge of the participants.</p> <p>Learning outcomes can be achieved through formal, non-formal and informal learning. Specific knowledge associated with a set of learning outcomes can be acquired through formal education and non-formal and informal learning. In the case of acquiring knowledge through informal means, the program will be adapted to the participants to enable verification and recognition of knowledge in accordance with the trainer's assessment and rules of the profession.</p> |



**Material conditions and learning environment required for the implementation of the program**

For the purpose of implementing the program, the facility should have a standard classroom of suitable size with internet access, projector, screen, computer for the trainer with the necessary software installed, desks and chairs for participants.

## 2.2. Competencies and recommended methods

### Competencies acquired through the program

1. Know the regulations and rules of environmental, social and management aspects of business in logistics and transport
2. Know the principles of planning business processes in accordance with ESG principles
3. Explain the roles of logistics process managers in the implementation of ESG principles
4. Explain the possibilities of using ICT in the application of ESG principles in T&L
5. Perform tasks in accordance with regulations and ESG principles
6. Develop a quality improvement system as a permanent determinant of logistics operations in accordance with sustainable ESG principles

**Recommended methods for monitoring the quality and success of program implementation**

In the process of monitoring the quality and success of the implementation of education, the following activities can be applied:

- conduct anonymous surveys of participants on the implementation of classes, literature and learning resources, participant support strategies, implementation and improvement of the learning and teaching process, participant workload, knowledge tests and communication with trainers
- conduct an analysis of the success, transparency and objectivity of tests and the achievement of learning outcomes
- conduct an analysis of the material and personnel conditions necessary for the implementation of the learning and teaching process. The results of the surveys provide an overview of the success of the program implementation, as well as an assessment of the quality of teaching work.

Evaluation procedures are aimed at monitoring and verifying achievements according to learning outcomes. It can be carried out through oral and written knowledge tests and checks of acquired skills based on predetermined achievement evaluation criteria.



# 3. MODULES AND SETS OF LEARNING OUTCOMES



# 3. MODULES AND SETS OF LEARNING OUTCOMES

| NR           | MODULE NAME                                           | SET OF LEARNING OUTCOMES                                | Number of hours |                     |                        |       |
|--------------|-------------------------------------------------------|---------------------------------------------------------|-----------------|---------------------|------------------------|-------|
|              |                                                       |                                                         | Guided learning | Work-based learning | Independent activities | TOTAL |
| 1.           | Introduction to ESG and sustainable logistics         | Introduction to ESG in logistics and transport          | 4               | 4                   | 6                      | 14    |
| 2.           |                                                       | International ESG norms and regulations                 | 2               | 4                   | 4                      | 10    |
| 3.           | Principles of ESG business in transport and logistics | Environmental dimension in the L&T sector               | 4               | 4                   | 4                      | 12    |
| 4.           |                                                       | Social responsibility in the L&T sector                 | 4               | 4                   | 4                      | 12    |
| 5.           |                                                       | Corporate governance in sector L&T                      | 4               | 4                   | 4                      | 12    |
| 6.           |                                                       | ESG Reporting & Digital Tools                           | 2               | 4                   | 4                      | 10    |
| 7.           | Applying ESG in a local context                       | Application of legal norms in the national context      | 2               | 10                  | 4                      | 16    |
| 8.           |                                                       | Applying sustainability principles in the local context | 2               | 8                   | 4                      | 14    |
| <b>TOTAL</b> |                                                       |                                                         | 24              | 42                  | 34                     | 100   |

# Module 1. INTRODUCTION TO ESG AND SUSTAINABLE LOGISTICS





### 3.1. DEVELOPMENT OF MODULES AND SETS OF LEARNING OUTCOMES

#### Module 1. INTRODUCTION TO ESG AND SUSTAINABLE LOGISTICS

|                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>MODULE NAME</b>                           | <b>INTRODUCTION TO ESG AND SUSTAINABLE LOGISTICS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Module volume</b>                         | 24 hrs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Objective (description) of the module</b> | <p>Incite participants to understand the principles of sustainable development and the concept of ESG (Environmental, Social and Governance) in the context of logistics and transport. Participants will acquire basic knowledge about international norms, regulations and standards governing the field of ESG and will understand their application in the daily operations of logistics and transport systems. The module enables the development of awareness about the environmental aspects of business, social responsibility towards employees, the community and users of services and the importance of good management, ethical principles and transparency in the L&amp;T sector.</p> <p>Through examples of good practice and analysis of real business situations, participants will learn to recognize and apply sustainable procedures that contribute to reducing negative impacts on the environment, increasing efficiency and creating long-term social and economic value.</p> |
| <b>Key terms</b>                             | Sustainable logistics, Circular economy, Efficient resource management, Carbon footprint, Green supply chains, Corporate social responsibility (CSR), International ESG standards and regulations (e.g. EU Taxonomy, CSRD, ISO 14001, ISO 26000), EU Green Deal, Sustainability reporting, ESG indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Forms of work-based learning</b>          | Work-based learning in the module "Introduction to ESG and Sustainable Logistics" can be carried out through observation and analysis of real business processes in logistics and transport systems, with an emphasis on the application of ESG principles in practice. Participants participate in workshops, case studies and project assignments that develop the ability to recognize and apply sustainable solutions in business. Through fieldwork or professional visits, they are introduced to examples of good practice and the application of international ESG standards. Activities are carried out with the mentoring support of experts from practice. This enables the connection of theoretical knowledge with real work situations and the development of a responsible and sustainable approach to business in the logistics and transport sector.                                                                                                                                 |



|                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Literature and specific teaching aids required for the implementation of the module</b></p> | <p>Corporate Sustainability Reporting Directive (CSRD)</p> <p>EU Taxonomy: Green Investments and Promoting the Financing of Sustainable Projects</p> <p>REGULATION (EU) 2024/3005 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on transparency and integrity of environmental, social and governance (ESG) rating activities</p> <p>EU Deforestation Regulation (EUDR)</p> |
|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <p><b>Set of learning outcomes</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p><b>Introduction to ESG in logistics and transport</b></p> |
| <p><b>Learning outcomes</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                              |
| <ol style="list-style-type: none"> <li>1. Explain the concept and basic principles of ESG and its importance for sustainable development in the logistics and transport sector.</li> <li>2. Distinguish ESG components and relate them to practical examples in logistics and transport.</li> <li>3. Describe the connection between ESG approaches, business efficiency, and corporate social responsibility.</li> <li>4. Recognize the role of employees and management in implementing ESG principles and developing a culture of sustainability.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                              |
| <p><b>Dominant teaching system and description of the method of achieving learning outcomes</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                              |
| <p>The dominant teaching system in this set of learning outcomes will be guided learning, with elements of work-based learning and independent learning. Such an approach allows participants to actively participate in learning through discussions, examples of good practice and analysis of real situations from logistics and transport.</p> <p><b>Guided learning</b> (4 hours) can be carried out through lecture and interactive teaching in a classroom or online environment. The trainer introduces participants to the basic concepts of ESG, sustainable development and responsible business in logistics and transport and encourages discussion on the importance of an ESG approach for business. Through group activities and analysis of examples, participants develop an understanding of the connection between environmental, social and governance factors and the efficiency and reputation of the company.</p> <p><b>Work-based learning</b> (4 hours) is achieved through observation of business processes in companies in the field of logistics and transport or simulations of business situations that illustrate the application of ESG principles (e.g. resource management, employee safety, business transparency). Participants recognize specific ESG aspects and ways of their application in practice.</p> <p><b>Independent learning</b> (6 hours) involves researching available sources, videos and articles on ESG concepts and sustainable business in the L&amp;T sector. Participants create short summaries or presentations on good practice examples, thereby deepening their understanding of the ESG approach and developing critical thinking about its importance.</p> |                                                              |



| Teaching units/<br>topics                                                | <p>The concept and meaning of ESG</p> <p>Basic dimensions of ESG</p> <p>ESG and sustainable development in logistics and transport</p> <p>The role of employees and management in the implementation of ESG principles</p> |                                                                                                                                              |                                                                                   |                                                                                            |                                                                                            |
|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Teaching Unit                                                            | Teaching Topics                                                                                                                                                                                                            | Learning Outcomes                                                                                                                            | Guided Learning                                                                   | Work-Based Learning (WBL)                                                                  | Independent Learning                                                                       |
| <p><b>The concept and meaning of ESG</b></p>                             | <p>Definition and meaning of ESG (Environmental, Social, Governance)</p> <p>Connection between ESG and sustainable development</p> <p>ESG in the context of logistics and transport</p>                                    | <p>Explain the concept and basic principles of ESG and its importance for sustainable development in the logistics and transport sector.</p> | <p>Lecture and discussion on ESG fundamentals and its role in sustainability.</p> | <p>Observation of ESG practices in local logistics companies.</p>                          | <p>Research online sources about the ESG concept and prepare a short summary.</p>          |
| <p><b>Basic dimensions of ESG</b></p>                                    | <p>Environmental, social and governance dimensions of ESG</p> <p>Examples of interconnection and business impact</p>                                                                                                       | <p>Distinguish ESG components and relate them to practical examples in logistics and transport.</p>                                          | <p>Case study analysis and group discussion on ESG dimensions.</p>                | <p>Analysis of real work situations (e.g. safety, environmental protection).</p>           | <p>Review and comparison of best practice examples in the L&amp;T sector.</p>              |
| <p><b>ESG and sustainable development in logistics and transport</b></p> | <p>ESG as part of sustainable business strategy</p> <p>Role of ESG in creating added value</p> <p>Trends and challenges in the L&amp;T sector</p>                                                                          | <p>Describe the connection between ESG approaches, business efficiency, and corporate social responsibility.</p>                             | <p>Lecture with presentation and discussion on sustainable logistics trends.</p>  | <p>Observation of examples of green logistics (energy efficiency, emission reduction).</p> | <p>Independent research on current ESG trends and preparation of a short presentation.</p> |



|                                                                                            |                                                                                                                                   |                                                                                                                                  |                                                                                               |                                                                                            |                                                                             |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <p><b>The role of employees and management in the implementation of ESG principles</b></p> | <p>Responsibility of individuals and organizations in ESG implementation<br/>Ethics, transparency and stakeholder cooperation</p> | <p>Recognize the role of employees and management in implementing ESG principles and developing a culture of sustainability.</p> | <p>Interactive workshop and discussion on the role of stakeholders in ESG implementation.</p> | <p>Observation and description of teamwork and responsible business behavior examples.</p> | <p>Personal reflection on one's role in sustainable business practices.</p> |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|

### Methods and examples of validating a set of learning outcomes

#### Evaluation process

The trainer can use short knowledge tests, discussions, worksheets, mini-projects or presentations in which participants demonstrate their understanding of ESG principles and their application in the logistics and transport context.

The evaluation is based on the active participation of the participants in the teaching activities, the ability to recognize the environmental, social and management aspects of business and the application of sustainable and ethical principles in the proposed solutions.

Digital and printed teaching materials are available to the participants, and if necessary, they can request additional consultations with the trainer for clarification of tasks or feedback on progress.

#### Example of evaluation through a problem situation and work assignment

##### Problem situation:

A logistics company plans to introduce ESG principles into its business, but employees are not sure what ESG means or how to apply it in everyday work processes. The management is looking for suggestions for concrete measures that could improve the sustainability of the business and the image of the company.

##### Work assignment for the participants:

Based on the available information, explain the concept of ESG and why it is important for a company in the logistics and transport sector.

Identify and describe at least one environmental, one social and one management aspect of the business that the company could improve.

Propose three specific measures (e.g. reducing fuel consumption, training employees and introducing a code of ethics) that contribute to the implementation of ESG principles.

Prepare a short written or presentation of the proposal and explain it to the group or trainer.

If necessary, during the task, the participant can consult the trainer for clarification, and the assessment is based on the clarity, relevance and sustainability of the proposed solutions and the ability to provide reasoned reasoning.



### **Adapting learning experiences for participants/people with disabilities**

The program allows for the adaptation of learning experiences for participants with different types of disabilities to ensure equal access to education and the achievement of learning outcomes:

1. Adapting teaching content and materials
  - Using digital materials in accessible formats (readable PDF, audio or video content with subtitles)
  - Enabling access to content through e-learning and online materials so that participants can learn at their own pace
2. Adapting work-based learning (WBL)
  - Assigning tasks according to the functional capabilities of participants (e.g. working on computers, scanning and recording goods, communicating via digital tools instead of physically manipulating goods)
  - Organizing work in pairs or smaller teams if assistance is needed in physically demanding parts of the tasks
3. Adapting space and equipment
  - Providing accessible workspace at the employer (ramps, height-adjusted desks, free areas for movement)
  - Using assistive technology (larger-format screens, adapted keyboards, screen readers)
4. Adapting assessment methods
  - The possibility of performing the work task partially or completely digitally
  - Extended time for solving problem situations and work tasks
  - Individual consultations with a trainer or mentor via e-learning or video call
5. Support and progress monitoring
  - Mentor or trainer available for additional clarifications and assistance
  - Regular feedback with the possibility of adjusting further activities according to the needs of the participants

### **Set of learning outcomes**

### **International ESG norms and regulations**

#### **Learning outcomes**

- Identify key international ESG norms, regulations, and standards relevant to the logistics and transport sector.
- Explain the purpose and requirements of major ESG regulatory frameworks (e.g., EU Taxonomy, CSRD, GRI, ISO standards).
- Recognize the legal and compliance obligations arising from ESG regulations in operational contexts.
- Apply understanding of international ESG norms to evaluate business practices and identify areas for improvement.

### **Dominant teaching system and description of the method of achieving learning outcomes**

The dominant teaching system for this set of learning outcomes combines guided learning with elements of work-based learning and independent learning, enabling participants to understand complex regulatory frameworks and apply them to real-world logistics and transport operations.



**Guided learning** (2 hours) can be carried out through interactive lectures and structured discussions that introduce the main international ESG norms and regulations. The trainer presents key frameworks such as the EU Taxonomy, Corporate Sustainability Reporting Directive (CSRD), Global Reporting Initiative (GRI), ISO 14001, and ISO 26000, explaining their purpose, scope, and relevance to the L&T sector. Participants engage in analyzing regulatory requirements and discussing their implications for business operations, compliance, and sustainability reporting.

**Work-based learning** (4 hours) includes practical observation and analysis of how companies in the logistics and transport sector implement ESG regulations. Participants review real company policies, compliance documentation, sustainability reports, or participate in simulations where they identify regulatory requirements applicable to specific operational scenarios (e.g., emissions reporting, social compliance checks). This enables learners to connect theoretical knowledge with practical application in a business environment.

**Independent learning** (4 hours) involves researching available online resources, official regulatory documents, and case studies on international ESG standards. Participants prepare short summaries or comparative analyses of different ESG frameworks, focusing on their application in logistics and transport. This independent work deepens understanding of regulatory expectations and develops critical thinking about compliance and sustainability alignment.

| <b>Teaching units/<br/>topics</b>                              | <p>Introduction to international ESG norms and regulations</p> <p>EU regulatory frameworks for ESG</p> <p>Global ESG standards</p> <p>Compliance and legal obligations in the L&amp;T sector</p> |                                                                                                                  |                                                                         |                                                                                 |                                                                               |
|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Teaching Unit                                                  | Teaching Topics                                                                                                                                                                                  | Learning Outcomes                                                                                                | Guided Learning                                                         | Work-Based Learning (WBL)                                                       | Independent Learning                                                          |
| <b>Introduction to international ESG norms and regulations</b> | EU Taxonomy for sustainable activities; CSRD (Corporate Sustainability Reporting Directive); Non-Financial Reporting Directive (NFRD); Sector-specific requirements                              | Identify key international ESG norms, regulations, and standards relevant to the logistics and transport sector. | Lecture and discussion on the evolution and purpose of ESG regulations. | Observation of company compliance practices or review of regulatory checklists. | Research examples of ESG regulations and their impact on business operations. |



|                                                                      |                                                                                                                                                                            |                                                                                                                          |                                                                                                                |                                                                                                             |                                                                                                          |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| <p><b>EU regulatory frameworks for ESG</b></p>                       | <p>EU Taxonomy for sustainable activities; CSRD (Corporate Sustainability Reporting Directive); Non-Financial Reporting Directive (NFRD); Sector-specific requirements</p> | <p>Explain the purpose and requirements of major ESG regulatory frameworks relevant to L&amp;T.</p>                      | <p>Presentation and analysis of EU Taxonomy and CSRD requirements with examples from the transport sector.</p> | <p>Analysis of company ESG reports prepared under EU regulations; review of mandatory disclosure items.</p> | <p>Independent study of official EU regulatory documents and summaries.</p>                              |
| <p><b>Global ESG standards</b></p>                                   | <p>GRI (Global Reporting Initiative) standards; ISO 14001 (Environmental Management); ISO 26000 (Social Responsibility); UN Global Compact principles</p>                  | <p>Recognize the legal and compliance obligations arising from ESG regulations in operational contexts.</p>              | <p>Interactive session analyzing GRI indicators and ISO standards applicable to logistics operations.</p>      | <p>Observation or simulation of certification processes (e.g., ISO 14001 audit procedures).</p>             | <p>Compare GRI and ISO standards; prepare a short summary of key requirements.</p>                       |
| <p><b>Compliance and legal obligations in the L&amp;T sector</b></p> | <p>Legal consequences of non-compliance; Due diligence and risk assessment; Integration of ESG norms into business processes</p>                                           | <p>Apply understanding of international ESG norms to evaluate business practices and identify areas for improvement.</p> | <p>Case study analysis of compliance failures and best practices in ESG implementation.</p>                    | <p>Review of company compliance documentation; participation in compliance meetings or simulations.</p>     | <p>Reflect on how ESG norms influence decision-making and propose improvements for a given scenario.</p> |

**Methods and examples of validating a set of learning outcomes**

**Evaluation process**

The trainer can evaluate the achievement of learning outcomes through:

- Short knowledge tests or quizzes on key ESG regulations, frameworks, and compliance requirements.
- Group discussions and case analysis where participants identify and explain relevant ESG norms in given business scenarios.



- Review of worksheets or summaries where participants compare different regulatory frameworks (e.g., EU vs. global standards).
- Practical assignments such as identifying compliance obligations for a logistics company based on regulatory documents.

Assessment criteria include:

- Clarity and accuracy in identifying and explaining ESG norms and regulations.
- Ability to connect regulatory requirements with practical business operations in L&T.
- Critical thinking in evaluating compliance and sustainability practices.
- Quality of independent research and presentation of findings.
- Digital and printed teaching materials (regulatory summaries, sample reports, compliance checklists) are available to participants. If necessary, learners can request additional consultations with the trainer for clarification of complex regulatory content or feedback on assignments.

### **Example of evaluation through a problem situation and work assignment**

#### **Problem situation:**

A medium-sized logistics company operating in the EU is preparing to expand its operations and must ensure compliance with new ESG reporting requirements under the Corporate Sustainability Reporting Directive (CSRD). The management team is unsure which regulations apply to their business, what data they need to collect, and how to align their operations with international ESG standards. They need guidance on understanding the regulatory landscape and identifying the first steps toward compliance.

#### **Work assignment for the participants:**

1. Identify and list at least three international ESG norms or regulations that are relevant to a logistics company operating in the EU (e.g., CSRD, EU Taxonomy, ISO 14001).
2. Explain the purpose and key requirements of one selected regulation and describe how it applies to logistics and transport operations.
3. Based on the company scenario, identify two compliance obligations the company must meet (e.g., emissions reporting, social due diligence) and propose practical steps to fulfill them.
4. Prepare a short written summary or presentation (5–7 sentences or a simple table) outlining the regulatory requirements and your recommendations.

If needed, participants may consult the trainer during the task for clarification of regulatory terms or guidance on structuring their response. Assessment is based on the accuracy of regulatory identification, clarity of explanation, relevance of proposed compliance steps, and overall understanding of international ESG norms.

### **Adapting learning experiences for participants/people with disabilities**

The program ensures equal access to learning for all participants through the following adaptations:

1. Adapting teaching content and materials
  - Providing digital materials in accessible formats (readable PDF, audio summaries, video content with subtitles).
  - Using clear, structured documents with visual aids (diagrams, tables) to explain complex regulatory frameworks.
  - Enabling access to content through e-learning platforms so participants can learn at their own pace.



## 2. Adapting work-based learning (WBL)

- Assigning tasks according to functional capabilities (e.g., reviewing digital compliance documents, analyzing reports on computers instead of physical site visits).
- Organizing collaborative work in pairs or small teams if assistance is needed for certain tasks.

## 3. Adapting space and equipment

- Providing accessible workspace (ramps, height-adjusted desks, adequate lighting).
- Using assistive technology (screen readers, larger-format screens, adapted keyboards, voice input tools).

## 4. Adapting assessment methods

- Allowing participants to complete assignments digitally or orally, depending on individual needs.
- Providing extended time for completing problem situations and work tasks.
- Offering individual consultations with the trainer via e-learning platforms, video call, or in person.

## 5. Support and progress monitoring

- Ensuring continuous mentor or trainer availability for additional clarifications and assistance.
- Providing regular feedback with the possibility of adjusting activities and assessment formats according to participant needs.

Allowing flexible participation formats (in-person, online, hybrid) to accommodate various accessibility requirements.

## **Module 2. PRINCIPLES OF ESG BUSINESS IN TRANSPORT AND LOGISTICS**





## Module 2. PRINCIPLES OF ESG BUSINESS IN TRANSPORT AND LOGISTICS

|                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>MODULE NAME</b>                                                                         | <b>PRINCIPLES OF ESG BUSINESS IN TRANSPORT AND LOGISTICS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Module volume</b>                                                                       | 46 hrs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Objective (description) of the module</b>                                               | The objective of this module is to familiarize participants with the practical application of ESG principles in transport and logistics operations, with a focus on integrating environmental, social, and governance requirements into everyday business processes. The module enables participants to understand how ESG principles influence planning, resource management, safety, employee relations, and operational transparency in the L&T sector. Through practical examples, participants learn how to identify ESG risks and opportunities, implement sustainable practices, and contribute to the long-term efficiency and responsible performance of logistics systems. The module also develops the ability to make decisions aligned with ESG goals, regulatory requirements, and stakeholder expectations. |
| <b>Key terms</b>                                                                           | Environmental footprint, Fuel efficiency, Emission reduction, Resource optimization, Occupational health and safety (OHS), Social impact, Ethical business practices, Compliance, Responsible procurement, Sustainable logistics operations, ESG risk assessment, Green operational planning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Forms of work-based learning</b>                                                        | Work-based learning within this module includes observation of operational processes in warehouses, transport operations, and distribution centers, focusing on environmental and social impacts of daily activities. Participants analyze real operational challenges such as emissions, fuel consumption, safety practices, waste management, and communication routines. Through practical tasks and simulations, they apply ESG principles to typical logistics scenarios (e.g., route planning, loading procedures, employee safety briefings). Mentoring from practitioners ensures the connection between theoretical concepts and real operational processes, supporting the development of responsible, safe, and efficient practices aligned with ESG expectations.                                              |
| <b>Literature and specific teaching aids required for the implementation of the module</b> | <p>European Commission – Corporate sustainability due diligence guidelines</p> <p>ISO 14001 Environmental Management Standard</p> <p>European social dialogue resources for the transport sector</p> <p>National road transport safety and labor regulations</p> <p>Company ESG and sustainability reports (case examples)</p> <p>Digital tools: Excel/Sheets for basic calculations, CO<sub>2</sub> calculators, checklists (example: <a href="https://www.google.com/url?q=https://co2calculator.procredit-group.com/xk/main/home&amp;sa=D&amp;source=docs&amp;ust=1770017054152357&amp;usg=A0vVaw3gC9pvftWm6ZgAAeeHhVYp">https://www.google.com/url?q=https://co2calculator.procredit-group.com/xk/main/home&amp;sa=D&amp;source=docs&amp;ust=1770017054152357&amp;usg=A0vVaw3gC9pvftWm6ZgAAeeHhVYp</a>)</p>            |



| Set of learning outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                               | Environmental dimension at Transport and Logistics Sector                                                                                                                                                                                                                                                         |                               |                                         |                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------------|------------------------------------|
| <p><b>Learning outcomes</b></p> <p>After completing this module, participants will be able to:</p> <ol style="list-style-type: none"> <li>1.Explain key environmental impacts of transport and logistics and their relevance to ESG performance</li> <li>2.Identify low-carbon technologies and strategies to improve energy efficiency in logistics operations.</li> <li>3.Apply sustainable logistics principles to reduce environmental impact along the supply chain.</li> <li>4.Describe how EMS frameworks support environmental performance in logistics and transport.</li> <li>5.Recommend practical measures to reduce pollution and improve resource efficiency in transport operations.</li> <li>6.Identify environmental compliance requirements and assess climate risks affecting logistics systems.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                               |                                                                                                                                                                                                                                                                                                                   |                               |                                         |                                    |
| <p><b>Dominant teaching system and description of the method of achieving learning outcomes</b></p> <p>The dominant teaching system will combine guided learning with elements of work-based and independent learning.</p> <p><b>Guided learning</b> (4 hours): Lectures, discussions, and case examples introduce environmental impacts of transport and logistics, energy efficiency and low-carbon technologies, sustainable logistics, EMS principles, pollution prevention, and climate compliance. Participants analyze real or simulated scenarios such as high-emission fleets, inefficient warehouses, waste-handling challenges, or regulatory breaches.</p> <p><b>Work-based learning</b> (4 hours): Observation or simulation of environmental practices in a company - e.g., monitoring fleet emissions, reviewing fuel-efficiency measures, assessing warehouse energy use or waste management, or exploring EMS documentation. Digital simulations may be used when field observation is not possible.</p> <p><b>Independent learning</b> (4 hours): Reviewing EU/national environmental reports, best-practice examples, or short videos, and preparing a brief reflection or proposal on how environmental improvements such as eco-driving, green procurement, or pollution-reduction measures can be applied in the learner's workplace or sector. This blended approach allows learners to connect environmental principles with practical logistics and transport operations.</p> |                               |                                                                                                                                                                                                                                                                                                                   |                               |                                         |                                    |
| <p><b>Teaching units/<br/>topics</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                               | <p>Environmental Impacts of Transport and Logistics</p> <p>Energy Efficiency and Low-Carbon Transport</p> <p>Sustainable Logistics and Green Supply Chains</p> <p>Environmental Management Systems (EMS)</p> <p>Pollution Prevention and Resource Efficiency</p> <p>Climate Risk and Environmental Compliance</p> |                               |                                         |                                    |
| <p><b>Teaching Unit</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><b>Teaching Topics</b></p> | <p><b>Learning Outcomes</b></p>                                                                                                                                                                                                                                                                                   | <p><b>Guided Learning</b></p> | <p><b>Work-Based Learning (WBL)</b></p> | <p><b>Independent Learning</b></p> |



|                                                                |                                                                                                                                                                      |                                                                                                              |                                                                                                                        |                                                                                      |                                                                                                             |
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| <p><b>Environmental Impacts of Transport and Logistics</b></p> | <p>Environmental footprint of transport; emissions (CO<sub>2</sub>, NO<sub>x</sub>, PM); noise; congestion; land-use; connection to ESG and sustainable mobility</p> | <p>Explain key environmental impacts of transport and logistics and their relevance to ESG performance</p>   | <p>Lecture with real-world emission data examples; Discussion on high-impact transport modes</p>                       | <p>Observation of environmental indicators in a logistics or transport operation</p> | <p>Review EU and national environmental reports on transport emissions and prepare a short summary</p>      |
| <p><b>Energy Efficiency and Low-Carbon Transport</b></p>       | <p>Fuel efficiency; modal shift; electrification; alternative fuels (LNG, biofuels, hydrogen); EU climate goals.</p>                                                 | <p>Identify low-carbon technologies and strategies to improve energy efficiency in logistics operations.</p> | <p>Presentation on low-carbon technologies;<br/><br/>Case study: comparing conventional vs. energy-efficient fleet</p> | <p>Observe fuel-efficiency measures or energy monitoring practices in a company</p>  | <p>Research best examples of low-carbon freight or public transport in the region</p>                       |
| <p><b>Sustainable Logistics and Green Supply Chains</b></p>    | <p>Green procurement, reverse logistics, eco-design, consolidation centers, green warehousing, sustainable packaging.</p>                                            | <p>Apply sustainable logistics principles to reduce environmental impact along the supply chain.</p>         | <p>Workshop on designing a green supply chain; Analysis of sustainable logistics practices in EU companies</p>         | <p>Observe warehouse energy use, waste practices, or packaging processes</p>         | <p>Develop a mini-proposal for improving environmental practices in a local logistics/transport company</p> |
| <p><b>Environmental Management Systems (EMS)</b></p>           | <p>ISO 14001, energy management (ISO 50001), environmental performance indicators, audits.</p>                                                                       | <p>Describe how EMS frameworks support environmental performance in logistics and transport.</p>             | <p>Lecture on EMS principles;<br/><br/>Group exercise: mapping EMS requirements to logistics activities</p>            | <p>Observation of any documented environmental procedures or audits</p>              | <p>Read an EMS case study and summarize key lessons</p>                                                     |



|                                                            |                                                                                                                                                    |                                                                                                                  |                                                                                                                                             |                                                                                |                                                                                                  |
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| <p><b>Pollution Prevention and Resource Efficiency</b></p> | <p>Air and water pollution, noise mitigation, waste minimization, recycling, resource efficiency in warehouses and fleets.</p>                     | <p>Recommend practical measures to reduce pollution and improve resource efficiency in transport operations.</p> | <p>Demonstration of pollution-control technologies (e.g., filters, noise barriers); Interactive discussion on operational waste streams</p> | <p>Observe waste-sorting, water-use, or recycling processes in the company</p> | <p>Prepare a short reflection paper on how resource efficiency supports sustainability goals</p> |
| <p><b>Climate Risk and Environmental Compliance</b></p>    | <p>Environmental regulations (EU Fit for 55, water/air quality standards), climate risks (heat, floods), compliance obligations for operators.</p> | <p>Identify environmental compliance requirements and assess climate risks affecting logistics systems.</p>      | <p>Case analysis: compliance breaches and their consequences; Lecture on climate-related risks in transport</p>                             | <p>Observe compliance documentation or climate-risk measures in a company</p>  | <p>Review national/EU legislation on environmental obligations and write a brief analysis</p>    |

**Methods and examples of validating a set of learning outcomes**

**Evaluation Process**

The trainer can evaluate the achievement of environmental learning outcomes through a combination of theoretical, practical, and reflective assessment methods:

- Short quizzes or knowledge tests on environmental impacts;
- Case study analysis focusing on sustainability challenges;
- Group discussions and worksheets evaluating environmental risks, eco-efficiency opportunities, or ESG-related decisions in logistics;
- Assessment of participation in observation tasks;
- Short written reflections or presentations;
- Review of real environmental reports or EMS documentation.

Assessment criteria include the learner’s understanding of key environmental concepts and their relevance to ESG performance, as well as the ability to analyse environmental risks and propose practical, realistic mitigation measures. Evaluation also considers the participant’s critical thinking and capacity to apply sustainable logistics principles in real or simulated operational contexts. In addition, the clarity, coherence, and feasibility of proposed actions are assessed, together with the level of participation, quality of reasoning, and effectiveness of communication demonstrated during discussions, assignments, or presentations.

**Problem situation:**

A mid-sized transport and logistics company in the region is facing increasing environmental pressure from customers, regulators, and local communities, and a recent internal assessment has highlighted several significant weaknesses. The fleet is composed largely of older Euro 3–4 diesel vehicles with high CO<sub>2</sub>, NO<sub>x</sub>, and



particulate emissions, and there is no structured system for monitoring fuel efficiency or training drivers in eco-driving practices. The warehouse relies on outdated lighting and heating systems, leading to excessive energy consumption, while waste management is poorly organized, with cardboard, plastic, and wood pallets disposed of together in unsorted containers. The company does not track environmental indicators and lacks an Environmental Management System such as ISO 14001, and local residents have raised concerns about noise, dust, and heavy traffic around the company's terminal. Additionally, managers are unfamiliar with key regulatory requirements, including the EU Fit for 55 package, national air-quality standards, and climate-risk obligations. Although the company is motivated to improve its environmental performance, it currently lacks clear direction and practical strategies to implement effective changes.

**Work assignment for participants:**

1. Identify the key environmental problems affecting the company (e.g., emissions, energy inefficiency, waste mismanagement, missing EMS, improper environmental communication).
2. Explain why environmental performance is essential for ESG objectives in the transport and logistics sector and how it affects competitiveness, community relations, compliance, and sustainability.
3. Propose three to five concrete improvement measures
4. Prepare a short written or oral presentation summarizing the proposed actions, expected benefits, and how these measures reduce environmental risks and support ESG performance.

**Evaluation criteria:**

- Understanding of environmental impacts of transport and logistics.
- Ability to identify key environmental risks, inefficiencies, and compliance gaps.
- Quality and feasibility of proposed environmental solutions, including technical, operational, or policy improvements.
- Consistency with ESG principles, sustainable mobility, and environmental good practices.
- Clarity and effectiveness of the presentation, including logical reasoning and use of examples.
- Ability to connect environmental performance with real transport/logistics operations.

**Adapting learning experiences for participants/people with disabilities**

The program ensures inclusive participation by adapting environmental learning activities, materials, and assessments to individual needs while keeping all learning outcomes achievable.

1. Adapting teaching content and materials
  - Providing accessible digital materials (readable PDFs, audio, subtitles, simplified charts).
  - Allowing study at individual pace through an e-learning platform.
2. Adapting work-based learning (WBL)
  - Assigning suitable environmental tasks (e.g., analysing emissions data, reviewing waste documents).
  - Offering digital simulations for learners unable to perform physical field tasks.
  - Encouraging teamwork to support participation in environmental monitoring activities.
3. Adapting space and equipment
  - Ensuring accessible classrooms and workspaces and providing assistive technologies where needed.
  - Offering safe or alternative (digital) access to environmental tools and equipment.
4. Adapting assessment methods
  - Allowing alternative formats (digital reports, recorded presentations).
  - Providing extended time and individual consultations.
5. Support and progress monitoring
  - Offering continuous mentorship and feedback.
  - Adjusting tasks or workload as needed to ensure all learners can meet environmental learning outcomes.



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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------------------|-----------------------------|
| <b>Set of learning outcomes</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                        | <b>Social responsibility in the L&amp;T sector</b>                                                                                                                                                                                                          |                        |                                  |                             |
| <b>Learning outcomes</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                        |                                                                                                                                                                                                                                                             |                        |                                  |                             |
| <p>Candidates will gain knowledge and skills to understand and apply the principles of social responsibility in the logistics and transport (L&amp;T) sector, promoting ethical conduct, fair labor practices, and community engagement. Specific learning outcomes:</p> <p>Explain the concept and importance of social responsibility and sustainability within the logistics and transport sector.</p> <p>Identify main labor rights and propose measures to improve working conditions in L&amp;T operations.</p> <p>Recognize equality, diversity and non-discrimination in the L&amp;T workplace.</p> <p>Evaluate L&amp;T companies contribution to local communities in terms of ESG</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                        |                                                                                                                                                                                                                                                             |                        |                                  |                             |
| <b>Dominant teaching system and description of the method of achieving learning outcomes</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                        |                                                                                                                                                                                                                                                             |                        |                                  |                             |
| <p>This section is delivered through a combination of guided learning, work-based learning and independent activities of the participants, for a total duration of 12 hours. The aim is to provide a theoretical understanding of social responsibility in the transport and logistics sector, with the active application of the acquired knowledge in real or simulated work tasks.</p> <p><b>Guided learning</b> (4 hours) includes interactive lectures and structured discussions, with an emphasis on the basic concepts of social responsibility, ESG standards and relevant regulations (e.g. ISO 26000, EU directives). Participants are introduced to the role of the social component of ESG in the transport and logistics sector and analyze specific challenges in the context of the work environment.</p> <p><b>Work-based learning</b> (4 hours) engages participants to participate in activities that include practical tasks related to the work context, such as identifying risks to worker health and safety, analyzing the impact of logistics processes on the local community and assessing social criteria in the supply chain. Activities are carried out in cooperation with mentors or in a real or simulated work environment.</p> <p>Participants' <b>independent activities</b> (4 hours) incite participants to independently study examples of good practice (case studies) of social responsibility from the European and local context, analyzing the possibilities of application in their own professional environment. As a final task, they create a short personal or team mini-action plan for improving social responsibility within a specific work situation, with reflection on the role of the individual and the organization in sustainable business.</p> |                        |                                                                                                                                                                                                                                                             |                        |                                  |                             |
| <b>Teaching units/<br/>topics</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                        | <p>Introduction to Social Responsibility in Transport and Logistics</p> <p>Working Conditions and Labor Rights</p> <p>Diversity, Inclusion, and Gender Equality</p> <p>Community Relations and Social Impact</p> <p>Case Studies and Practical Examples</p> |                        |                                  |                             |
| <b>Teaching Unit</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Teaching Topics</b> | <b>Learning Outcomes</b>                                                                                                                                                                                                                                    | <b>Guided Learning</b> | <b>Work-Based Learning (WBL)</b> | <b>Independent Learning</b> |



| Teaching Unit                                                           | Teaching Topics                                                                                                                                                                                 | Learning Outcomes                                                                                                                | Guided Learning                                                                   | Work-Based Learning (WBL)                                                   | Independent Learning                                                              |
|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>Introduction to Social Responsibility in Transport and Logistics</b> | <p>Concept and principles of social responsibility;</p> <p>Sustainable Development Goals (SDGs) and their relation to L&amp;T;</p> <p>International standards: ISO 26000, UN Global Compact</p> | <p>Explain the concept and importance of social responsibility and sustainability within the logistics and transport sector.</p> | <p>Lecture and discussion on ESG fundamentals and its role in sustainability.</p> | <p>Observation of ESG practices in local logistics companies.</p>           | <p>Research online sources about the ESG concept and prepare a short summary.</p> |
| <b>Working Conditions and Labor Rights</b>                              | <p>Fair employment and equal opportunity policies</p> <p>Occupational health and safety (OHS) standards</p> <p>Legal frameworks and workers' rights</p>                                         | <p>Identify main labor rights and propose measures to improve working conditions in L&amp;T operations.</p>                      | <p>Guided lecture on labor law and OHS principles</p>                             | <p>Observe safety procedures and HR policies within companies.</p>          | <p>Review ILO conventions and summarize key points.</p>                           |
| <b>Diversity, Inclusion, and Gender Equality</b>                        | <p>Understanding diversity and equal opportunities</p> <p>Gender balance in the transport sector</p> <p>Inclusive workplace strategies</p>                                                      | <p>Recognize equality, diversity and non-discrimination in the L&amp;T workplace.</p>                                            | <p>Interactive lecture and discussion on inclusion cases</p>                      | <p>Analyze company policies that support diversity and gender equality.</p> | <p>Prepare a short reflection on inclusive leadership.</p>                        |



|                                                     |                                                                                                                                   |                                                                                     |                                                          |                                                                                                         |                                               |
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| <p><b>Community Relations and Social Impact</b></p> | <p>Building partnerships with local communities</p> <p>Corporate volunteerism and philanthropy</p> <p>Measuring social impact</p> | <p>Evaluate L&amp;T companies contribution to local communities in terms of ESG</p> | <p>Guided discussion on community impact strategies.</p> | <p>Identify possibilities for participation of L&amp;T company in a local CSR or volunteer project.</p> | <p>Draft a community engagement proposal.</p> |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-----------------------------------------------|

**Methods and examples of validating a set of learning outcomes**

The trainer can evaluate the achievement of social responsibility learning outcomes using a combination of **theoretical, practical, and reflective assessment methods**, including:

- Short quizzes or knowledge tests on social responsibility principles and frameworks (e.g. ISO 26000, ILO conventions)
- Case study analysis related to labor rights, inclusion, and community engagement
- Group discussions and worksheets focused on identifying workplace inequalities or planning CSR actions
- Observation and participation in role-play or field tasks (e.g. evaluating workplace policies or stakeholder engagement strategies)

Short written reflections on inclusion, equality, or social impact

Drafting and presenting a **mini CSR action plan** based on a realistic situation

**Assessment criteria** include:

- Understanding of key social responsibility concepts and their relevance to ESG in logistics and transport
- Ability to identify social risks (e.g. unsafe working conditions, lack of diversity) and assess company practices
- Quality and feasibility of proposed social responsibility actions
- Critical thinking and ethical reasoning in identifying fair labor and inclusive workplace strategies
- Communication and collaboration during group tasks and presentations
- Ability to link social responsibility with improved company reputation, legal compliance, and community engagement

**Problem Situation:**

A logistics company operating in road freight and warehousing employs over 150 workers, but recent internal feedback has revealed concerns from employees and community stakeholders. Workers have reported inconsistent application of health and safety procedures, lack of protective equipment, long shifts without adequate breaks, and unclear communication channels with management. Additionally, there is no formal policy on gender equality or diversity, and incidents of discriminatory comments have been informally reported among staff.

Despite the company's growing role in the local economy, it has **no structured CSR policy**, rarely participates in community projects, and does not report on social impacts or labor standards. New tenders from larger clients now require ESG-related documentation, which the company struggles to provide. Senior management is open to change but lacks expertise in designing and implementing socially responsible practices.

**Work Assignment for Participants:**

1. **Identify and list** the main social responsibility problems in the company (e.g. poor OHS standards, absence of diversity policies, weak community engagement, lack of transparency).



3. **Propose** three to five concrete and feasible measures that the company could implement to improve its social responsibility practices (e.g. new policies, training, community initiatives).
4. **Prepare** a short written or oral presentation outlining your proposed CSR action plan, its expected benefits, and how it addresses identified issues while supporting overall ESG goals.

### **Adapting learning experiences for participants/people with disabilities**

The program ensures inclusive access and equal participation by adapting teaching content, work-based learning, assessment, and support mechanisms in a way that accommodates individual needs while maintaining the integrity of all learning outcomes.

1. Adapting teaching content and materials
  - Providing teaching materials in accessible formats (e.g. screen-reader-friendly PDFs, simplified texts, audio versions, and subtitled videos).
  - Using visual aids and inclusive examples that reflect diverse social contexts.
  - Enabling self-paced study through accessible e-learning modules and interactive digital content.
2. Adapting work-based learning (WBL)
  - Assigning socially responsible tasks that match individual abilities (e.g. drafting equality policies, reviewing internal HR practices, analyzing case studies).
  - Enabling participation through digital tools (e.g. online interviews with CSR staff instead of site visits).
  - Encouraging collaborative work where team members can share tasks and support each other's strengths.
3. Adapting space and equipment
  - Ensuring training rooms, meeting spaces, and workplace environments are accessible (ramps, elevators, proper signage, accessible restrooms).
  - Providing assistive technologies such as speech-to-text tools, screen magnifiers, or communication aids.
  - Allowing participation in field tasks via virtual tours or hybrid models when needed.
4. Adapting assessment methods
  - Offering alternative assessment formats (e.g. recorded oral reflections instead of written essays; visual presentations or mind maps instead of traditional reports).
  - Allowing extended time for task completion and the option of one-on-one assessment sessions.
  - Using adaptive evaluation rubrics that consider the method of delivery while maintaining consistent outcome quality.
5. Support and progress monitoring
  - Providing continuous mentoring, learning support, and structured feedback.
  - Conducting regular check-ins to adjust task complexity or workload based on individual progress and needs.
  - Encouraging peer support networks and inclusive communication to build learner confidence.



| Set of learning outcomes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 | Corporate Governance in the Transport and Logistics Sector                                                                                                                                    |                 |                           |                      |
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| <p><b>Learning outcomes</b></p> <p>After completing this module, participants will be able to:</p> <ol style="list-style-type: none"> <li>1. Explain the concept and principles of corporate governance and their relevance to ESG in transport and logistics.</li> <li>2. Identify governance risks and compliance requirements affecting logistics and transport operations.</li> <li>3. Apply ethical and transparent decision-making aligned with legal, organizational, and ESG standards.</li> <li>4. Demonstrate understanding of stakeholder engagement and internal accountability in sustainable business management.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                                                                                                                                                                                               |                 |                           |                      |
| <p><b>Dominant teaching system and description of the method of achieving learning outcomes</b></p> <p>The dominant teaching system will combine guided learning with elements of work-based and independent learning.</p> <p><b>Guided learning</b> (4 hours): Lectures, discussions, and case examples introducing the fundamentals of governance and its link to ESG and sustainability. Participants will analyze real or simulated T&amp;L governance scenarios such as compliance failures, transparency issues, or ethical dilemmas.</p> <p><b>Work-based learning</b> (4 hours): Observation or simulation of company practices related to governance- e.g., following internal audit procedures, participating in a safety meeting, or reviewing documentation used in compliance or reporting.</p> <p><b>Independent learning</b> (4 hours): Researching articles, short videos, and organizational codes of ethics; preparing a brief reflection or summary on how governance principles can improve operations in the learner's workplace or sector.</p> <p>This blended approach allows learners to connect ethical and management principles with their own work environment and responsibilities.</p> |                 |                                                                                                                                                                                               |                 |                           |                      |
| <p><b>Teaching units/<br/>topics</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 | <p>Principles of Corporate Governance</p> <p>Compliance and Risk Management</p> <p>Ethical Decision-Making and Accountability</p> <p>Stakeholder Engagement and Leadership Responsibility</p> |                 |                           |                      |
| Teaching Unit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Teaching Topics | Learning Outcomes                                                                                                                                                                             | Guided Learning | Work-Based Learning (WBL) | Independent Learning |



|                                                                    |                                                                                                       |                                                                                                           |                                                                             |                                                                                       |                                                                                        |
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| <p><b>Principles of Corporate Governance</b></p>                   | <p>Definition, purpose, and pillars of corporate governance; connection to ESG and sustainability</p> | <p>Explain the concept and principles of corporate governance and their relevance to ESG in T&amp;L</p>   | <p>Lecture and group discussion on governance fundamentals and examples</p> | <p>Observation of company meetings or policies demonstrating governance practices</p> | <p>Research company governance examples and summarize findings</p>                     |
| <p><b>Compliance and Risk Management</b></p>                       | <p>Regulatory frameworks, internal control, ethical and legal obligations</p>                         | <p>Identify governance risks and compliance requirements affecting logistics and transport operations</p> | <p>Presentation and case analysis on compliance and risk</p>                | <p>Observation of compliance or safety procedures in a logistics company</p>          | <p>Review national and EU sources on governance obligations</p>                        |
| <p><b>Ethical Decision-Making and Accountability</b></p>           | <p>Code of conduct, transparency, anti-corruption, internal reporting, accountability structures</p>  | <p>Apply ethical and transparent decision-making aligned with ESG standards</p>                           | <p>Interactive workshop on ethical dilemmas in logistics operations</p>     | <p>Simulation of reporting or decision-making processes</p>                           | <p>Reflection on how ethical conduct supports company reputation</p>                   |
| <p><b>Stakeholder Engagement and Leadership Responsibility</b></p> | <p>Internal and external stakeholders, communication, reporting, leadership integrity</p>             | <p>Demonstrate understanding of stakeholder engagement and accountability in management</p>               | <p>Discussion and mini-project on stakeholder communication</p>             | <p>Observation or simulation of team meetings and reporting</p>                       | <p>Research a local or regional good-practice example of stakeholder collaboration</p> |



## Methods and examples of validating a set of learning outcomes

### Evaluation process

The trainer can evaluate achievement of outcomes through:

- Short knowledge tests or quizzes on governance concepts.
- Group discussions or worksheets analyzing ethical and compliance scenarios.
- Evaluation of participation in simulations or observation tasks.
- Short written reflections or presentations summarizing how governance supports ESG objectives.

Assessment criteria include clarity of understanding, ability to connect governance with daily logistics operations, and demonstration of ethical reasoning and responsibility in proposed actions.

### Example of evaluation through a problem situation and work assignment

#### Problem situation:

A regional logistics company has recently committed to improving its ESG performance, but an internal audit revealed several governance weaknesses: incomplete reporting to management, limited communication with drivers and warehouse teams, and unclear responsibility for ethical conduct. Employees are unsure how to report issues or suggest improvements, and some managers are unaware of compliance requirements linked to new sustainability regulations.

#### Work assignment for participants:

1. Based on the described situation, identify the main governance problems affecting the company.
2. Explain why good governance is essential for achieving ESG goals in the transport and logistics sector.
3. Propose three concrete governance measures or practices that could help improve transparency, accountability, and communication (e.g., introducing a code of ethics, setting up internal reporting channels, or organizing regular compliance briefings).
4. Prepare a short written or oral presentation summarizing your proposed actions and explaining how they contribute to more ethical, efficient, and sustainable business operations.

#### Evaluation criteria:

- Understanding of governance concepts and their ESG relevance.
- Ability to identify practical governance risks and solutions.
- Clarity, feasibility, and ethical grounding of proposed measures.
- Participation, reasoning, and communication during discussion or presentation.

## Adapting learning experiences for participants/people with disabilities

The program ensures equal access and opportunity for all participants through:

1. Adapting teaching content and materials
  - Providing digital materials in accessible formats (readable PDF, audio, video with subtitles).
  - Allowing access through e-learning platforms so participants can study at their own pace.
2. Adapting work-based learning (WBL)
  - Assigning governance-related tasks suited to individual capabilities (e.g., documentation review, digital compliance tracking).
  - Enabling teamwork or paired activities for physically demanding tasks.
3. Adapting space and equipment
  - Ensuring accessible classrooms and workspaces (ramps, adjustable desks, assistive technology).



4. Adapting assessment methods
  - Permitting digital or written submissions of assignments
  - Allowing extended time or individual consultations for assessments.
5. Support and progress monitoring
  - Providing continuous mentorship and feedback opportunities.
  - Adjusting learning activities as needed to ensure all participants can achieve the defined learning outcomes.

**Set of learning outcomes****ESG Reporting & Digital Tools****Learning outcomes**

Explain the basic requirements of ESG reporting and the regulatory framework (CSRD, EU Taxonomy, GRI) relevant to the logistics and transport sector.  
Collect and structure ESG data using digital tools and spreadsheet formats (e.g. Excel, Google Sheets).  
Create a simple ESG report or dashboard, which includes environmental, social and governance indicators.  
Assess the importance of transparent reporting for a company's reputation and communication with stakeholders (investors, customers, community).

**Dominant teaching system and description of the method of achieving learning outcomes**

The dominant teaching system for this learning outcome set is **work-based learning**, supported by guided instruction and independent digital practice, with a total duration of **10 hours**.

**Guided learning (2 hours)** is delivered through short interactive lectures and demonstrations, where participants are introduced to the fundamentals of ESG reporting, relevant standards (e.g. GRI, CSRD, EU Taxonomy), and commonly used digital tools. Real examples from the transport and logistics sector are used to explain ESG indicators and the structure of basic reports. This session provides the conceptual and technical foundation for practical application.

**Work-based learning (4 hours)** focuses on hands-on tasks that simulate real ESG reporting activities. Participants collect, structure, and analyze sample ESG data sets relevant to logistics and transport (e.g. fuel consumption, accident rates, gender balance in teams). Using tools such as Excel, Google Sheets, or basic BI dashboards, they learn to input, transform, and visualize data. Practical exercises include creating simple tables and graphs, applying formulas, and preparing mock-up ESG report segments under the guidance of a mentor or instructor.

**Independent learning (4 hours)** encourages participants to continue their learning through digital practice and self-directed tasks, such as:

- Reviewing examples of published ESG reports in the logistics sector
- Practicing data cleaning and transformation using templates
- Completing a short individual assignment: preparing a basic ESG summary (e.g. in table or infographic form)



| Teaching units/<br>topics                                    | <p>Introduction to ESG reporting</p> <p>Regulatory frameworks and standards for ESG reporting</p> <p>Collection and processing of ESG data</p> <p>Digital tools and report presentation</p> |                                                                                                                                                              |                                                                                                           |                                                                                                                    |                                                                                             |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Teaching Unit                                                | Teaching Topics                                                                                                                                                                             | Learning Outcomes                                                                                                                                            | Guided Learning                                                                                           | Work-Based Learning (WBL)                                                                                          | Independent Learning                                                                        |
| <b>Introduction to ESG reporting</b>                         | <p>The purpose and importance of ESG reports</p> <p>Difference between financial and non-financial reporting</p> <p>Examples of reports in logistics and traffic</p>                        | <p>Explain the basic requirements of ESG reporting and the regulatory framework (CSRD, EU Taxonomy, GRI) relevant to the logistics and transport sector.</p> | <p>Lecture and discussion on the purpose of ESG reports and the connection with sustainable business.</p> | <p>Observation of examples of ESG reports of companies from the transport and logistics sector.</p>                | <p>Independent research of examples of ESG reports available online (e.g. DHL, Maersk).</p> |
| <b>Regulatory frameworks and standards for ESG reporting</b> | <p>CSRD (Corporate Sustainability Reporting Directive)</p> <p>EU Taxonomy and GRI standards</p> <p>Mandatory and voluntary indicators (KPI)</p>                                             | <p>Collect and structure ESG data using digital tools and spreadsheet formats (e.g. Excel, Google Sheets).</p>                                               | <p>Presentation on EU and GRI standards, analysis of mandatory report elements.</p>                       | <p>Analysis of actual indicators (e.g. CO<sub>2</sub> emissions, number of injuries, management transparency).</p> | <p>Independent research of GRI indicators for your own sector of interest.</p>              |



|                                                     |                                                                                                                                                                          |                                                                                                                                                         |                                                                                           |                                                                               |                                                                                                |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <p><b>Collection and processing of ESG data</b></p> | <p>Data sources (operational, environmental, social)</p> <p>Digital tools for records and analysis (Excel, Sheets)</p> <p>Ensuring accuracy and traceability of data</p> | <p>Create a simple ESG report or dashboard, which includes environmental, social and governance indicators.</p>                                         | <p>Demonstration of data entry and processing in Excel or Google Sheets.</p>              | <p>Exercise: collecting and entering ESG data into the proposed table.</p>    | <p>Independent work on analyzing and filtering ESG data from a given example.</p>              |
| <p><b>Digital tools and report presentation</b></p> | <p>Creating a simple ESG dashboard</p> <p>Visualizing and interpreting ESG data</p> <p>Stakeholder communication</p>                                                     | <p>Assess the importance of transparent reporting for a company's reputation and communication with stakeholders (investors, customers, community).</p> | <p>Interactive workshop – creating a tabular or graphical representation of ESG data.</p> | <p>Creating a mini-dashboard in a digital tool (Excel, Power BI, Sheets).</p> | <p>Independent reflection on the importance of transparency and communication of ESG data.</p> |

### Methods and examples of validating a set of learning outcomes

#### Assessment process

The assessment of learning outcomes can be carried out through a combination of written tests, practical tasks, problem situations and the creation of short ESG reports or digital data displays.

The trainer selects the most appropriate form of assessment, including data analysis, table creation, visualization, oral presentation or solving a problem situation related to ESG reporting.

Special emphasis is placed on the ability of participants to:

- collect, process and structure ESG data,
- correctly apply digital tools (Excel, Sheets, basic dashboards),
- interpret ESG indicators in the context of logistics and transport,
- clearly and transparently communicate reporting results.

Digital materials, table templates and a sample report are available to participants, and if necessary, they can request additional support and consultations with the trainer.



### **Example of assessment through a problem situation and work assignment**

#### **Problem situation:**

A logistics company must prepare a short ESG report for its annual report. The data is partially collected, but not structured, some indicators are missing, and the management is looking for a clear and visually understandable presentation of key environmental, social and governance indicators.

#### **Participant work task:**

1. Collect and organize ESG data from the provided table (e.g. CO<sub>2</sub> emissions, number of injuries, percentage of recycled waste, share of women in management).
2. Enter and process data in a digital tool (Excel or Google Sheets) using basic functions (sorting, filtering, calculation of indicators).
3. Create a simple ESG table and graphic display, e.g. bar graph, line graph or KPI cards.
4. Write a short explanation (5–7 sentences) interpreting the results of the ESG indicators and stating which areas of the business are the most critical.
5. Submit the digital document or dashboard to the trainer via the agreed tool (e-mail, LMS platform).

If necessary, the trainee can consult the trainer during the work for technical assistance or clarification of the ESG indicators.

The evaluation is based on the accuracy of data processing, clarity of presentation, application of digital tools and understanding of ESG indicators.

### **Adapting learning experiences for participants/people with disabilities**

For learners with learning difficulties or disabilities, the content of the module can be adapted by using digital materials in multiple formats (large font, high contrast, audio materials) and by allowing work at an adapted pace with additional time for data processing and creating tables. Learners with visual impairments can be provided with screen readers and verbal descriptions of graphs, while people with motor difficulties are provided with the use of assistive keyboards or voice input. For learners with attention and concentration difficulties, learning can be organized through shorter, structured steps with clear visual instructions for working in digital tools. If necessary, evaluation can be carried out orally or through simpler visual displays instead of complex dashboards, while maintaining the same learning outcomes. In all cases, the emphasis is on the availability of digital tools, flexibility of tasks and individual support during the preparation of the ESG report.

## **Module 3. APPLYING ESG IN A LOCAL CONTEXT**





### Module 3. APPLYING ESG IN A LOCAL CONTEXT

| MODULE NAME                           | APPLYING ESG IN A LOCAL CONTEXT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| Module volume                         | 30 hrs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Objective (description) of the module | <p>The objective of the module Applying ESG in a Local Context is to enable participants to understand and apply ESG principles in accordance with national legal frameworks and local sustainability priorities across different regulatory environments. The module is designed within a transnational project context involving EU Member States (Slovenia and Croatia), where ESG-related EU directives are implemented, as well as non-EU countries (Bosnia and Herzegovina, Kosovo, and Montenegro), where ESG principles are applied through national legislation, strategies, or sector-specific regulations.</p> <p>Participants will develop the ability to identify and interpret relevant legal norms, policies, and standards applicable in their own country and to translate ESG requirements into practical actions adapted to local conditions. The module places particular emphasis on recognizing regulatory differences, aligning business practices with national sustainability goals, and ensuring compliance regardless of the level of formal EU integration.</p> <p>Through practical examples, case studies, and applied tasks, participants will learn how to implement sustainability principles in local transport and logistics operations, taking into account environmental, social, and governance priorities, local risks, and stakeholder expectations. The module strengthens participants' capacity to act responsibly within their local context while aligning with broader ESG principles and international best practices.</p> |
| Key terms                             | <i>ESG principles, national legal frameworks and regulations, EU ESG directives and regulations, national sustainability laws and policies, regulatory compliance, legal harmonisation and alignment, local governance and institutional frameworks, stakeholder engagement, local sustainability strategies, implementation of sustainability principles, risk assessment in local context</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Forms of work-based learning          | <p>Work-based learning in the module Applying ESG in a Local Context can be carried out through the analysis of real business practices in transport and logistics companies, with a focus on applying ESG principles in accordance with national legal frameworks and local sustainability requirements. Participants engage in workshops, case studies and practical assignments that support the identification of applicable legal norms and sustainability measures relevant to their country or region.</p> <p>Through fieldwork, professional visits or simulations of real business situations, participants are introduced to examples of good practice adapted to different regulatory environments, including both EU and non-EU contexts.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



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|                                                                                                   | <p>Activities are implemented with mentoring support from practitioners, enabling participants to compare regulatory approaches and translate ESG principles into locally applicable solutions. This approach supports the integration of theoretical knowledge with real working conditions and strengthens participants' ability to apply ESG principles responsibly and effectively within their local context.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Literature and specific teaching aids required for the implementation of the module</b></p> | <p><b>Bosnia and Herzegovina:</b></p> <ul style="list-style-type: none"> <li>✓ Building a Sustainable Future: A Business Handbook for ESG Standards</li> <li>✓ European Commission, Bosnia and Herzegovina 2024 Report</li> <li>✓ U.S. Department of State, 2024 Investment Climate Statements: Bosnia and Herzegovina</li> <li>✓ Delova-Jolevska, E., Ilievski, A., Jolevski, L., Csiszárík-Kocsir, Á., &amp; Varga, J. (2024). The Impact of ESG Risks on the Economic Growth in the Western Balkan Countries. Sustainability, 16(19), 8487.</li> <li>✓ UNDP, Izgradnja održive budućnosti: Poslovni priručnik za ESG standarde (Izgradnja održive budućnosti: Poslovni priručnik za ESG standarde)</li> <li>✓ Law on Accounting and Auditing of Bosnia and Herzegovina</li> <li>✓ Law on the Protection of Persons Who Report Corruption in BiH Institutions</li> <li>✓ Law on Prevention of Money Laundering and Financing of Terrorist Activities</li> <li>✓ Law on Environmental Protection, Environmental Protection Law</li> <li>✓ Codes of corporate governance (eg Corporate Governance Code for Companies Listed on the Sarajevo Stock Exchange (SASE))</li> <li>✓ Pravilnik o registrima postrojenja i zagađivanjima, (Ordinance on plant and pollution registers,) Službene novine Federacije BiH, br. 82/07</li> </ul> <p><b>Croatia:</b></p> <ul style="list-style-type: none"> <li>✓ ESG guide - HGK - Croatian Chamber of Commerce</li> <li>✓ ESG and obligations and opportunities in sustainability reporting, Ministry of the Environment / Ministry of Finance</li> <li>✓ ESG requirements – challenges and opportunities for the Croatian economy, monograph, University of Rijeka</li> <li>✓ Guidelines for the preparation and publication of ESG relevant information by issuers, HANFA</li> <li>✓ Law on the implementation of Regulation (EU) 2019/2088 on disclosures related to sustainability in the financial services sector and Regulation (EU) 2020/852 on the establishment of a framework for facilitating sustainable investments and amending Regulation (EU) 2019/2088</li> <li>✓ The Accounting Act</li> <li>✓ The Audit Act</li> </ul> <p><b>Kosovo:</b></p> <ul style="list-style-type: none"> <li>✓ ESG in Albanian_by KAA</li> <li>✓ Kosovo MULTIMODAL_TRANSPORT_STRATEGY_2030</li> <li>✓ National Development Strategy and Plan 2030</li> <li>✓ Tempulli College presentations on Circular Economy, ESG and Sustainability and BE Regulations in the Local Contest 2025.</li> <li>✓ Menaxhimi i logjistikës – libër mësimi/dispensë, <u>Prof.Dr.Illir Doqi</u> Prishtinë, 2018</li> <li>✓ Logjistika teknike – <u>Prof.Dr.Illir Doqi</u>,Prishtinë, 2017</li> </ul> |

**Literature and specific  
teaching aids required for  
the implementation of the  
module****Slovenia:**

- ✓ Bohinc, R. (2016). *Družbena odgovornost*. Ljubljana: Fakulteta za družbene vede
- ✓ Bratina, B., Jovanovič, D. (ur.) et al. (2018). *Pravo družb in gospodarsko pogodbeno pravo*. Maribor: De Vesta
- ✓ Jovanovič, D. (2020). *Gospodarsko statusno pravo in prevzemno pravo*. Maribor: Založba WD
- ✓ Jovanovič, D., Bratina, B. (2019). *Novosti in povezanost institutov z noveliranim Zakonom o revidiranju in Zakonom o gospodarskih družbah*. Podjetje in delo, št. 6-7
- ✓ Kunšek, M. (2021). *Trajnostno poročanje – kmalu obvezni element letnega poročanja*. FinD-INFO
- ✓ Čertanec, A. (2015). *Zagotavljanje spoštovanja človekovih pravic pri delovanju gospodarskih subjektov s sklenitvijo pogodbe*. Podjetje in delo, št. 1
- ✓ Unukić, I. (2025). *Bridging Traditional and Digital Industrial Symbiosis: Comparative Insights From Croatia and Slovenia in the ESG and Digital Transformation Era*
- ✓ Obrecht, M. et al. (2024). *Oskrbovalne verige znanja: Smernice za zeleni in digitalni prehod*. Univerza v Mariboru

**Montenegro:**

- ✓ ESG standards in Montenegro - integration of sustainable development goals (Central bank)
- ✓ Research by the Central Bank of Montenegro on the practices of credit institutions related to climate and environmental risks, ie ESG factors
- ✓ CBCG map on the integration of ESG criteria in the financial sector of Montenegro (Central Bank of Montenegro)
- ✓ OECD (2024), *Western Balkans Competitiveness Outlook 2024: Montenegro, Competitiveness and Private Sector Development*, OECD Publishing, Paris



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| <p><b>Set of learning outcomes</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p><b>Application of legal norms in the national context</b></p>                                                                                                                                                                                                                                                                                                       |
| <p><b>Learning outcomes</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                        |
| <ol style="list-style-type: none"> <li>1. Explain the national legal framework relevant to ESG application in the transport and logistics sector, including environmental, social and governance-related regulations.</li> <li>2. Identify applicable national laws, policies and regulatory requirements that affect ESG-related activities in transport and logistics operations.</li> <li>3. Apply national legal norms to real or simulated business situations, ensuring compliance with ESG-related obligations in everyday operational processes.</li> <li>4. Assess the impact of national legal requirements on sustainable business practices and organizational responsibility within the local context.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Dominant teaching system and description of the method of achieving learning outcomes</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                        |
| <p>The dominant teaching system for this set of learning outcomes is work-based learning, supported by guided learning and independent learning activities. This approach enables participants to apply national legal norms related to ESG directly within real or simulated transport and logistics operations, taking into account differences between EU and non-EU regulatory environments.</p> <p><b>Guided learning</b> (2 hours) is delivered through focused lectures and interactive discussions introducing the national legal framework relevant to ESG, including environmental protection regulations, labor and social legislation, occupational health and safety requirements, and governance-related obligations. Special attention is given to comparing EU-aligned legislation with national laws and sector-specific regulations in non-EU countries.</p> <p><b>Work-based learning</b> (10 hours) can be carried out through practical activities in companies or simulated work environments, where participants analyze real operational processes, identify applicable legal requirements, and assess compliance with national ESG-related norms. Under mentor supervision, participants review internal procedures, observe compliance practices, and propose improvements aligned with national legislation and ESG principles.</p> <p><b>Independent learning</b> (4 hours) includes researching national laws, strategies, and guidelines relevant to ESG in the participant's country, as well as preparing short summaries or reflections on how legal requirements influence sustainable practices in transport and logistics. Through this combined approach, participants develop the ability to interpret, apply, and comply with national legal norms within their local ESG context.</p> |                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Teaching units/<br/>topics</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Environmental Impacts of Transport and Logistics</li> <li>Energy Efficiency and Low-Carbon Transport</li> <li>Sustainable Logistics and Green Supply Chains</li> <li>Environmental Management Systems (EMS)</li> <li>Pollution Prevention and Resource Efficiency</li> <li>Climate Risk and Environmental Compliance</li> </ul> |



| Teaching Unit                                          | Teaching Topics                                                                                                                          | Learning Outcomes                                                                                                | Guided Learning                                                                             | Work-Based Learning (WBL)                                                                                   | Independent Learning                                                                          |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <b>National ESG-related legal frameworks</b>           | Overview of national environmental, social and governance legislation; EU vs non-EU regulatory approaches; role of national institutions | Explain the national legal framework relevant to ESG application in the transport and logistics sector           | Introductory lecture and discussion on national ESG-related laws and regulatory structures. | Observation of how national regulations are reflected in company policies and procedures.                   | Research national ESG-related laws and prepare a short written summary                        |
| <b>Environmental legal requirements in T&amp;L</b>     | Environmental protection laws (emissions, waste, energy); transport-specific obligations; monitoring and enforcement                     | Identify applicable national laws and regulatory requirements affecting environmental aspects of T&L operations. | Guided explanation of key environmental legal obligations with examples.                    | Analysis of operational processes (transport, warehouse) to identify legal compliance requirements.         | Review national environmental regulations relevant to the participant's workplace or country. |
| <b>Social and labor legislation</b>                    | Labor law, workers' rights, OHS requirements, equality and social protection                                                             | Identify applicable national laws affecting social responsibility and labor conditions in T&L.                   | Lecture on labor and OHS regulations and employer/employee responsibilities.                | Observation or simulation of workplace practices related to safety, working conditions and employee rights. | Independent study of national labor or OHS regulations and short reflection.                  |
| <b>Governance, compliance and legal accountability</b> | Transparency obligations, internal controls, documentation, legal risks                                                                  | Apply national legal norms to real or simulated business situations ensuring ESG-related compliance.             | Discussion of governance obligations and legal consequences of non-compliance.              | Review of internal procedures, compliance documentation or simulated audit scenarios.                       | Preparation of a brief compliance checklist based on national legal requirements.             |



|                                                             |                                                                                                |                                                                                                                 |                                                                        |                                                                                                     |                                                                                                                |
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| <p><b>Practical application of national legal norms</b></p> | <p>Case analysis; linking legal norms with ESG principles; compliance improvement measures</p> | <p>Assess the impact of national legal requirements on sustainable business practices in the local context.</p> | <p>Guided case discussion linking legal norms with ESG principles.</p> | <p>Identification of gaps and proposal of improvement measures in real or simulated operations.</p> | <p>Development of a short written reflection or proposal on improving legal compliance and sustainability.</p> |
|-------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|

**Methods and examples of validating a set of learning outcomes**

**Evaluation process**

Validation of learning outcomes can be carried out through a combination of written and oral assessments, practical tasks, problem-based situations, and observation of participant performance during work-based learning activities. The trainer selects appropriate assessment methods depending on the learning outcome, including short knowledge tests, case analysis, completion of compliance-related tasks, and structured discussions.

Special emphasis is placed on the participant's ability to identify relevant national legal norms, interpret regulatory requirements, and apply them correctly within real or simulated transport and logistics operations. Evaluation also considers active participation in work-based learning, accuracy in identifying compliance requirements, and the feasibility of proposed solutions aligned with national legislation and ESG principles.

Participants have access to learning materials and legal references throughout the module and may request additional guidance or consultations with the trainer if clarification is required.

**Example of validation through a problem situation and work assignment**

**Problem situation:**

A transport and logistics company operates in a national context where ESG-related obligations are defined through national environmental and labor legislation. An internal review has identified uncertainties regarding compliance with waste management rules, occupational health and safety requirements, and employee responsibilities. Management requests an analysis of applicable legal obligations and recommendations for improving compliance.

**Work assignment for participants:**

1. Identify the key national legal norms applicable to the described business situation (environmental, social and governance-related).
2. Explain how these legal requirements affect daily transport and logistics operations.
3. Assess whether the described practices comply with national regulations and ESG-related obligations.
4. Propose at least three concrete measures to improve legal compliance and support sustainable business practices.
5. Present the analysis in a short written report or oral presentation to the trainer or group.

If necessary, participants may consult the trainer during the task for clarification. Validation is based on the correctness of legal interpretation, the relevance and practicality of proposed measures, and the ability to clearly explain the connection between national legal norms and ESG principles.



## Adapting learning experiences for participants/people with disabilities

Learning experiences within this set of learning outcomes are adapted to ensure equal access and the achievement of learning outcomes for participants/people with disabilities. Teaching materials can be provided in accessible digital formats (e.g. readable PDFs, large font, high-contrast versions, or audio materials), allowing learners to study at their own pace. Work-based learning tasks can be adjusted according to individual functional abilities, focusing on analytical, digital or observation-based activities rather than physically demanding tasks. Assessment methods may be adapted by allowing oral presentations, digital submissions or extended time for completing assignments. Continuous support and individual consultations with the trainer or mentor can be provided to ensure that all participants can successfully apply national legal norms in the ESG context.

### Set of learning outcomes

### Applying sustainability principles in the local context

#### Learning outcomes

- Explain basic sustainability principles relevant to transport and logistics and their importance for local communities and business operations.
- Identify simple sustainability measures that can be applied in local transport and logistics activities (e.g. resource efficiency, waste reduction, safety, community impact).
- Apply selected sustainability principles in a real or simulated local work context, following guidance and existing procedures.
- Reflect on the effects of applied sustainability measures on business operations, employees and the local environment.

## Dominant teaching system and description of the method of achieving learning outcomes

The dominant teaching system for this set of learning outcomes is work-based learning, supported by guided learning and independent learning activities. This approach enables participants to apply basic sustainability principles directly in local transport and logistics operations, taking into account local conditions, resources and community needs.

**Guided learning** (2 hours) is delivered through short lectures and interactive discussions introducing core sustainability principles and their relevance to local transport and logistics activities. The trainer provides clear examples of simple, practical sustainability measures that can be implemented at the local level.

**Work-based learning** (8 hours) focuses on practical application in real or simulated work environments. Participants observe local operational processes, identify opportunities for basic sustainability improvements (e.g. reducing waste, improving safety, efficient use of resources), and apply selected measures under mentor supervision. Emphasis is placed on realistic, small-scale actions that are achievable within everyday work routines.

**Independent learning** (4 hours) includes reflecting on applied sustainability measures, reviewing simple examples of good local practice, and preparing short summaries or reflections on the impact of these actions on operations, employees and the local environment. Through this combined approach, participants gradually develop practical competence and confidence in applying sustainability principles within their local context.



| Teaching units/<br>topics                                          | <p>Basic sustainability principles in the local context</p> <p>Identifying local sustainability opportunities</p> <p>Applying sustainability measures in practice</p> <p>Reflection and local impact of sustainability actions</p> |                                                                                                                                |                                                                                                                    |                                                                                                                                               |                                                                                                        |
|--------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Teaching Unit                                                      | Teaching Topics                                                                                                                                                                                                                    | Learning Outcomes                                                                                                              | Guided Learning                                                                                                    | Work-Based Learning (WBL)                                                                                                                     | Independent Learning                                                                                   |
| <p><b>Basic sustainability principles in the local context</b></p> | <p>Core sustainability principles; relevance for local transport and logistics; link with ESG</p>                                                                                                                                  | <p>Explain basic sustainability principles relevant to transport and logistics and their importance for the local context.</p> | <p>Short lecture and guided discussion introducing basic sustainability principles with simple local examples.</p> | <p>Observation of daily work processes to identify where sustainability principles are already applied.</p>                                   | <p>Review short materials or examples of local sustainability practices and write a brief summary.</p> |
| <p><b>Identifying local sustainability opportunities</b></p>       | <p>Resource efficiency, waste reduction, safety, social impact at local level</p>                                                                                                                                                  | <p>Identify simple sustainability measures applicable in local transport and logistics activities.</p>                         | <p>Trainer-led explanation of typical low-effort sustainability measures.</p>                                      | <p>Identification of sustainability opportunities in real or simulated work settings (e.g. waste handling, energy use, safety practices).</p> | <p>Prepare a short list of potential sustainability improvements for a local workplace.</p>            |
| <p><b>Applying sustainability measures in practice</b></p>         | <p>Implementing basic sustainability actions; following existing procedures</p>                                                                                                                                                    | <p>Apply selected sustainability principles in a real or simulated local work context.</p>                                     | <p>Brief instructions on how to apply selected measures safely and realistically.</p>                              | <p>Practical application of selected sustainability measures under mentor supervision.</p>                                                    | <p>Reflect on applied actions and note observed effects on operations or work routines.</p>            |



|                                                                     |                                                                |                                                                                                                    |                                                                            |                                                                             |                                                                                                     |
|---------------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| <p><b>Reflection and local impact of sustainability actions</b></p> | <p>Effects on operations, employees, and local environment</p> | <p>Reflect on the effects of applied sustainability measures on business operations and the local environment.</p> | <p>Guided discussion summarizing observed impacts and lessons learned.</p> | <p>Observation and discussion of outcomes during work-based activities.</p> | <p>Write a short reflection on the benefits and limitations of applied sustainability measures.</p> |
|---------------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|

**Methods and examples of validating a set of learning outcomes**

**Evaluation process**

Validation of learning outcomes can be carried out through observation of participant performance during work-based learning activities, short written or oral reflections, or practical assignments related to local sustainability practices. The trainer selects appropriate assessment methods depending on the activity, with emphasis on practical application rather than theoretical knowledge.

Special attention is given to the participant's ability to identify simple sustainability measures, apply them correctly in real or simulated work situations, and reflect on their effects on daily operations and the local environment. Active participation in work-based learning, willingness to follow guidance, and basic understanding of sustainability principles are key evaluation criteria.

Learning materials and examples of good local practice are available throughout the module, and participants may request additional support or clarification from the trainer or mentor.

**Example of validation through a problem situation and work assignment**

**Problem situation:**

A local transport or logistics company wishes to improve its sustainability practices but has limited resources and no formal sustainability strategy. Management asks employees to identify simple, realistic actions that could be implemented immediately at the local level.

Work assignment for participants:

1. Identify at least two simple sustainability measures suitable for the local work context (e.g. waste reduction, safer work practices, efficient use of resources).
2. Apply one selected measure in a real or simulated work environment, following existing procedures and safety rules.
3. Observe and describe the effects of the applied measure on daily operations, employees or the local environment.
4. Prepare a short written note or oral explanation summarizing the action taken and its observed impact.

If needed, participants may consult the trainer or mentor during the task. Validation is based on the relevance of selected measures, correct application, and the ability to reflect on practical outcomes rather than on complex theoretical analysis.

**Criteria and description:**

Relevance: The selected measure is appropriate for the workplace and aligned with ESG principles

Implementation. The participant correctly applied the measure following safety and operational guidelines

Observation and analysis: The effects are accurately observed and described, showing awareness of impact



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Reflection and reporting: The summary is clear, structured, and includes personal or operational insights

Practicality: The action demonstrates feasibility and potential for wider application

Based on the level of achievement across these criteria, the trainer will provide individual feedback to each participant, highlighting strengths, identifying areas for improvement, and offering suggestions for further development of ESG competencies

### **Adapting learning experiences for participants/people with disabilities**

Learning experiences within this set of learning outcomes are adapted to ensure equal access and successful participation of participants/people with disabilities. Teaching content can be provided in accessible digital formats and presented through clear, simple instructions suited to different learning needs. Work-based learning tasks can be adjusted to individual abilities, focusing on observation, basic implementation, or digital documentation rather than physically demanding activities. Assessment methods may be adapted by allowing oral explanations, simplified written reflections, or extended time for completing tasks.

Continuous support from the trainer or mentor should be provided to ensure that all participants can apply basic sustainability principles in the local context.



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# ESG SPECIALIST

*in transport logistics*



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\*Note:

Words and concepts that have a gendered meaning used in this document (including the names of qualifications, titles and occupations) refer equally to both genders (masculine and feminine) and to both numbers (singular and plural), regardless of whether they are used in the masculine or feminine gender, or in the singular or plural.



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