

Dadaba Group ESG Starter Course

This ESG Starter Course is designed to introduce Dadaba Group employees, managers, and key partners to Environmental, Social and Governance (ESG) principles and how they apply to our day-to-day work across all subsidiaries and projects.

1. Course Overview

1.1 Purpose of the Course

The purpose of this course is to build a common understanding of ESG within Dadaba Group and to equip participants with practical tools to integrate ESG thinking into decisions, operations, and relationships with communities, partners and regulators.

1.2 Target Audience

This course is intended for:

- All Dadaba Group employees (head office and subsidiaries).
- Supervisors and managers responsible for operations and projects.
- Support functions such as HR, Finance, Legal, Procurement, Communications.
- Key contractors, agents and representatives acting on behalf of Dadaba Group.

1.3 Suggested Duration and Format

Recommended formats:

- Half-day (4 hours) interactive workshop; or
- Full-day (6–7 hours) deep dive; or
- Three shorter virtual sessions of 1.5–2 hours each.

The course can be delivered in person, virtually, or as a blended format with pre-reading and short videos.

1.4 Learning Objectives

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

- Explain what ESG means and why it matters to Dadaba Group.
- Describe key ESG risks and opportunities in Dadaba Group's main business areas.
- Understand the core elements of Dadaba Group's ESG policies and Code of Conduct.
- Identify practical actions to reduce environmental impacts and improve social and governance outcomes.
- Apply an "ESG lens" to everyday decisions, projects and supplier relationships.
- Know how to raise concerns or suggestions related to ESG performance.

2. Dadaba Group and the ESG Context

2.1 Who We Are

Dadaba Group is a diversified investment and development group with activities across real estate, agritech, mining and natural resources, energy and infrastructure, ESG and carbon projects, entertainment and creative industries, and related services. Our vision is to build sustainable value in Ghana, across Africa and globally, linking investment, innovation and impact.

2.2 Why ESG Matters to Dadaba Group

ESG is central to Dadaba Group's business model because:

- Investors, lenders and partners increasingly assess ESG performance before doing business with us.
- Regulators and governments are tightening requirements on environment, labour, safety and governance.
- Communities and traditional authorities expect respectful engagement and shared value.
- Strong ESG performance protects our reputation and reduces operational and legal risks.
- ESG creates competitive advantage and unlocks new opportunities in sustainable finance and impact investing.

2.3 Dadaba Group ESG Pillars

For practical purposes, Dadaba Group organises ESG into three interconnected pillars:

- Environment – Climate, energy, water, waste, biodiversity, land use and pollution prevention.
- Social – People, human rights, labour standards, health and safety, communities and inclusion.
- Governance – Ethical conduct, transparency, compliance, risk management and accountability.

3. Module 1 – Introduction to ESG

3.1 What is ESG?

Key concepts to cover:

- Definition of ESG and how it differs from traditional Corporate Social Responsibility (CSR).
- How ESG links to long-term value creation and risk management.
- Examples of ESG issues: climate change, labour conditions, corruption, data privacy, etc.

3.2 Global ESG Landscape (High-Level)

Briefly introduce:

- United Nations Sustainable Development Goals (SDGs).
- Paris Agreement on climate change and national commitments.
- International human rights and labour standards (UN, ILO).
- Basic idea of sustainability reporting and investor expectations.

3.3 ESG and Dadaba Group Strategy

Explain how ESG is integrated into Dadaba Group's strategy and project selection, and how it connects with the Dadaba Group ESG Policy Pack (Code of Conduct, Environmental Policy, HSE Policy and Supplier ESG Standards).

3.4 Activity: ESG in Your Role

Suggested exercise:

- Ask participants to identify 3–5 ESG issues they see in their job or department.
- Discuss how these issues could become risks or opportunities for Dadaba Group.
- Capture key points on a flipchart or virtual whiteboard.

4. Module 2 – Environmental Stewardship at Dadaba Group

4.1 Key Environmental Impact Areas

Discuss typical environmental impacts relevant to Dadaba Group's activities, such as:

- Energy use and greenhouse gas emissions from buildings, vehicles and equipment.
- Water use in agritech projects, construction or processing activities.
- Waste generation and disposal, including hazardous waste where applicable.
- Land use, deforestation risk and soil degradation in real estate and agriculture.
- Impacts on biodiversity and ecosystems around project sites.
- Air, water and noise pollution from operations and logistics.

4.2 Dadaba Group Environmental Policy – Key Points

Summarise the core commitments from the Environmental Policy:

- Compliance with environmental laws, permits and standards.
- Climate action and energy efficiency wherever feasible.
- Resource efficiency (reduce, reuse, repair, recycle).
- Pollution prevention and safe handling of hazardous materials.
- Protection and restoration of ecosystems in areas where we operate.
- Environmental criteria in procurement and project design.
- Regular monitoring, reporting and continuous improvement.

4.3 Practical Behaviours and “Dos and Don’ts”

Provide concrete examples such as:

- Do switch off lights, air conditioning and equipment when not in use.
- Do separate waste where systems exist; reduce single-use plastics in offices and sites.
- Do report leaks, spills or pollution incidents immediately.
- Don’t dump waste in unauthorised areas or bodies of water.
- Don’t burn waste on site unless specifically authorised and controlled.
- Don’t ignore signs of environmental damage (erosion, contaminated water, dying vegetation).

4.4 Mini-Exercise: Site Environmental Checklist

Ask participants to draft a simple checklist they can use at their office or project site, including items like:

- Energy and water use controls.
- Waste segregation and storage.
- Spill kits and emergency procedures.
- Signage and awareness materials.
- Opportunities for small environmental improvements.

5. Module 3 – Social Impact, People and Communities

5.1 Human Rights and Labour Standards

Cover foundational elements:

- Prohibition of forced labour, child labour and human trafficking.
- Respect for fair wages, working hours and safe working conditions.
- Freedom of association and collective bargaining where permitted.
- No discrimination, harassment or abuse in the workplace.

5.2 Diversity, Equity and Inclusion

Explain Dadaba Group’s commitment to:

- Equal opportunity in recruitment, promotion and development.
- Respect for different backgrounds, cultures and perspectives.
- Creating a safe space to raise concerns about bias or unfair treatment.

5.3 Health, Safety and Wellbeing (HSE Link)

Reinforce key points from the HSE Policy:

- Everyone has the right to a safe and healthy workplace.
- Managers must ensure risk assessments, training and protective equipment are in place.

- Workers must follow safety procedures and report hazards and near misses.
- Wellbeing includes mental health, stress management and work–life balance.

5.4 Communities, Traditional Authorities and Stakeholders

In the Dadaba Group context, social performance includes:

- Early and respectful engagement with local communities and traditional leaders.
- Transparent communication about project benefits, risks and timelines.
- Managing impacts on land use, livelihoods and cultural heritage.
- Supporting local employment, suppliers and community initiatives where appropriate.
- Listening to grievances and responding promptly and fairly.

5.5 Scenario Exercise: Community Engagement

Present a short scenario (to be adapted by facilitator):

- Example: A new agritech project requires land that local farmers currently use.
- Ask participants: Who are the stakeholders? What are the risks? How should Dadaba Group engage?
- Discuss in small groups and report back.

6. Module 4 – Governance, Ethics and Compliance

6.1 Dadaba Group Code of Conduct

Summarise key elements of the Code of Conduct:

- Act with integrity, honesty and fairness at all times.
- Avoid conflicts of interest and disclose them when they arise.
- Protect company assets and confidential information.
- Use social media responsibly and professionally.

6.2 Anti-Bribery and Corruption

Key messages:

- Dadaba Group has zero tolerance for bribery and corruption.
- No offering or accepting bribes, facilitation payments or kickbacks.
- Gifts and hospitality must be modest, transparent and never used to influence decisions.
- All payments must be properly recorded and supported by legitimate documentation.

6.3 Data Protection and Cyber Security

Highlight responsibilities:

- Protect personal and sensitive data of employees, clients and partners.
- Use strong passwords and follow IT security procedures.
- Do not share confidential documents through unsecured channels.

- Immediately report suspected data breaches or suspicious emails.

6.4 Speaking Up and Non-Retaliation

Explain internal channels for raising concerns about:

- Suspected fraud, corruption or theft.
- Harassment, discrimination or unsafe practices.
- Environmental or community harms.

Reinforce that Dadaba Group does not tolerate retaliation against anyone who raises a concern in good faith.

6.5 Short Ethics Case Discussion

Facilitator can present 2–3 brief ethical dilemmas such as:

- A supplier offers a personal gift in exchange for a contract.
- A manager pressures staff to backdate a document.
- A colleague makes offensive comments about a community or group.

Participants discuss what the correct response should be in each case.

7. Module 5 – Applying ESG in Daily Work

7.1 The “ESG Lens” – Simple Questions to Ask

Encourage participants to pause and ask:

- Environment – Does this decision increase or reduce our environmental footprint?
- Social – How does this affect our people, neighbours and communities?
- Governance – Is this transparent, compliant and ethically sound?
- Long-term – Will this still look like a good decision in five or ten years?

7.2 ESG in Different Functions

Provide tailored examples:

- Operations / Projects – Integrate ESG into site planning, construction, operations and closure plans.
- Procurement – Include ESG criteria in supplier selection and contracts.
- HR – Promote fair labour practices, diversity and employee engagement.
- Finance – Consider ESG risks in budgeting, investment proposals and reporting.
- Legal / Compliance – Monitor regulatory changes and ensure policies and contracts reflect ESG commitments.
- Communications – Share ESG achievements and respond honestly to stakeholder concerns.

7.3 ESG Risk and Opportunity Mapping

Introduce a simple approach:

- List key activities and projects in your department.
- Identify potential ESG risks (e.g. pollution, community opposition, labour issues).
- Identify potential ESG opportunities (e.g. new green products, community partnerships).
- Prioritise the top 3–5 issues and agree simple mitigation or action steps.

7.4 Key ESG Indicators (Examples)

Suggest basic indicators Dadaba Group may track, such as:

- Energy and water consumption per site or project.
- Volume of waste generated and percentage recycled.
- Lost-time injury frequency rate (LTIFR) and number of HSE incidents.
- Number of ESG-related training hours completed per employee.
- Percentage of key suppliers assessed against ESG criteria.
- Community grievances received and resolved.

8. Module 6 – Supplier and Partner ESG Expectations

8.1 Overview of Supplier ESG Standards

Explain that Dadaba Group expects suppliers and partners to:

- Operate ethically and comply with laws and regulations.
- Prohibit bribery, forced labour and child labour.
- Provide safe working conditions and respect labour rights.
- Manage environmental impacts and comply with HSE requirements.
- Respect human rights and communities affected by their operations.
- Be transparent and responsive when ESG concerns are raised.

8.2 ESG in the Procurement Process

Practical steps for staff involved in procurement:

- Include ESG clauses in tenders, contracts and service-level agreements.
- Ask for relevant certifications or evidence of ESG management where appropriate.
- Conduct site visits or assessments for higher-risk suppliers.
- Track performance and work with suppliers on improvements, not only penalties.

8.3 Case Example: Choosing Between Two Suppliers

Facilitator-led discussion:

- Supplier A is slightly cheaper but has poor safety records and no environmental practices documented.
- Supplier B is slightly more expensive but demonstrates strong HSE and community engagement practices.
- Ask participants which supplier they would choose and why, using an ESG lens.

9. Module 7 – Case Studies and Group Exercises

9.1 Case Study 1 – Real Estate Development

Scenario outline (to be expanded):

- Dadaba Group plans a mixed-use development near a growing urban area.
- Concerns arise about traffic, noise, and access to green space for local residents.
- Groups discuss how to address environmental, social and governance issues before and during construction.

9.2 Case Study 2 – Agritech and Smallholder Farmers

Scenario outline:

- A new agritech project involves working with smallholder farmers in a rural area.
- Issues emerge around land tenure, water use and fair pricing.
- Groups identify ESG risks, propose engagement strategies and discuss how to ensure shared value.

9.3 Case Study 3 – Mining / Natural Resources Partner

Scenario outline:

- Dadaba Group is considering a partnership in a mining-related project.
- Stakeholders raise concerns about tailings management, local employment and benefit sharing.
- Groups explore conditions that Dadaba Group should insist on with the partner for ESG alignment.

9.4 Plenary Reflection

After group work, facilitator asks:

- What patterns did you see across the case studies?
- What are the biggest ESG risks and opportunities for Dadaba Group?
- What actions should we prioritise in the next 12 months?

10. Assessment and Certification

10.1 Sample Knowledge Check Questions

Facilitator can adapt the following questions for a short quiz:

- 1. What does ESG stand for? (Multiple choice).
- 2. Name one environmental, one social and one governance issue relevant to Dadaba Group.
- 3. Why does Dadaba Group have zero tolerance for bribery and corruption?
- 4. List two ways you can reduce environmental impact in your role.
- 5. What should you do if you suspect a serious HSE or ethical violation?

10.2 Assessment Methods

Possible assessment methods include:

- Short multiple-choice or true/false test (online or paper-based).
- Completion of a simple ESG action plan template by each participant or team.
- Participation in case study discussions and group exercises.

10.3 Certificates of Completion

Participants who complete the course and pass the basic assessment can receive a certificate of completion from Dadaba Group, which may be required for certain roles or sites.

11. Implementation Guidance for Facilitators

11.1 Preparation

Facilitators should:

- Review Dadaba Group's ESG Policy Pack and any subsidiary-specific procedures.
- Gather relevant case examples or incidents from within Dadaba Group (removing sensitive details).
- Adapt scenarios to the local country, community and business context.
- Prepare slides, flipcharts or digital collaboration tools to support interaction.

11.2 Delivery Tips

To ensure an engaging course, facilitators should:

- Encourage discussion and questions rather than one-way lecturing.
- Use simple language and avoid unnecessary jargon.
- Respect participants' experiences and perspectives, especially from field teams.
- Link ESG concepts to real decisions and trade-offs participants face.
- Manage time effectively so that each module receives adequate attention.

11.3 Follow-Up and Continuous Learning

After the course, consider:

- Sharing course materials and a summary of key messages with all participants.
- Asking each department to define 2–3 concrete ESG actions and track progress.
- Offering refresher sessions or short ESG “toolbox talks” at regular intervals.
- Collecting feedback to improve future ESG training programmes.