

## **STRESZCZENIE W JEZYKU ANGIELSKIM**

Strategic management of sustainable development in the chemical industry can contribute both to the reduction of negative climate changes, which the chemical industry exerts a direct and indirect impact on, and also to the increase in the value of the enterprise and revenue growth. Perceiving climate changes as opportunities, not just threats, requires strategic management from the sector. The aim of this implementation-oriented doctoral dissertation is to develop a model for managing sustainable development for a chemical sector enterprise in Poland in the context of the global climate crisis, which will fill a research gap in the discipline of management and quality sciences, sub-discipline of strategic sustainable development management. The author does not create a theoretical model nor does she show relationships between individual variables. Therefore, the concept of the model does not have a scientific dimension but is only associated with the belief that the proposed solutions can be subsequently verified and may form a certain base of principles to be used in management practice.

The most important premises for undertaking the topic of the dissertation included: the lack of a theoretical and practical tool that would enable the setting of a strategic plan for managing the area of sustainable development in enterprises of the chemical sector in Poland; the rate at which new regulations are published by the European Union within the framework of the European Green Deal, which impose reporting obligations not only on actions and indicators but also on medium and long-term strategies in the field of sustainable development. The last premise was the growing awareness and expectations of investors, financing institutions, customers, and other stakeholders for information on the impact of business on the climate, the impact of climate on business, and the ways of managing these impacts by companies.

In the theoretical part, a fundamental stage is the analysis of the current state of knowledge regarding the dissertation's topic. The conducted research of both national and international literature is discussed, based on the content analysis of scientific publications in the field of sustainable development management (review of standards, models, strategies), the global climate crisis, and the future of the Polish chemical sector in these areas. An important part of this stage is the analysis of determinants of sustainable

development identified in the literature. Considerations have been made about the impact of the global climate crisis on chemical companies in Poland.

The empirical part of the dissertation contains the presentation of the results of the author's own research. The analysis of regulations, reports of companies in the Polish chemical sector, quantitative and qualitative research conducted among employees of a chemical company, allowed for the identification of gaps in managing sustainable development and defining strategic directions in the areas of ESG (Environmental, Social, and Governance). Based on these, a flexible model of managing sustainable development in the context of climate change was developed for Polish companies in the chemical sector. The research results led to the development of recommendations for enterprises in the Polish chemical sector concerning strategic management of sustainable development, taking into account the issue of climate change.

The implementation part of the dissertation presents and describes a model of managing sustainable development in the context of the global climate crisis, as well as its operationalization and implementation in the Polish chemical sector company PKN ORLEN S.A. The model, which is the objective of the dissertation, was implemented in the form of the "Sustainable Development Strategy of the ORLEN Group for 2021-2023." By the time the dissertation was completed, the model had been fully implemented, and the execution of the strategy amounted to 95% realization. Both before the development of the strategy and in the last year of its implementation, a stakeholder opinion survey was conducted regarding expectations for sustainable development management in the ORLEN Group. The results of the dialogue with stakeholders, the conducted empirical research, and the experiences in the stages of strategy development and implementation allowed for the development of recommendations for enterprises in the Polish chemical sector concerning strategic management of sustainable development, with the consideration of climate change impacts.

Work on the dissertation began at the end of 2019. This was a key moment for the chemical industry, as in December the European Commission adopted the European Green Deal. From that point on, there was a dynamic increase in the publication of new regulations with a significant impact on the industrial sector, not only in the context of individual business segments in the chemical industry but also in terms of managing sustainable development in an enterprise. This dynamism lasted for three years, exactly as long as the process of implementing the sustainable development management model in PKN ORLEN S.A. This allowed for the consideration of all the already existing and

announced regulations that are significant for the sustainable development of the chemical sector in Poland. The developed model is characterized by its flexibility and universality, which means it can also be implemented in other industrial enterprises of various sectors.