THE ADMINISTRATOR AND HIS RELATIONSHIP WITH DURABLE COMPETENCIES CONTEXTUALIZED WITH ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

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ABSTRACT

Competencies can be divided into technical and durable, according to their characteristics and objectives. Technical competencies refer to specific and updatable knowledge, while durable competencies encompass skills, knowledge, and attitudes that remain relevant over time, contributing to the success and adaptability of individuals. In the current context, durable competencies are increasingly aligned with ESG (Environmental, Social, and Governance) principles, which evaluate the performance of companies in the environmental, social, and governance areas. Professional skills in sustainable management, environmental practices and ethical governance are increasingly valued in the job market. The administrator plays a key role in the development of durable competencies, promoting an organizational culture that values continuous learning. The interviews conducted in the study indicated that the integration of ESG practices is seen as essential for the long-term sustainability of companies. ESG, as a durable competency, involves the ability to manage environmental impacts, promote transparent governance practices, and address social issues. For ESG to be effective, it is necessary to integrate it into organizational strategies and corporate culture. In addition, ESG competence can boost the sustainable development of people, companies, and countries by attracting investments, stimulating innovation, and generating jobs in sustainability-related sectors. While there are challenges in adopting these competencies, such as upfront costs and cultural resistance, the strategic advantages outweigh these obstacles. Higher Education Institutions play an important role in preparing future professionals with the necessary skills to deal with these challenges by offering educational programs that integrate ESG principles. Therefore, durable ESG competence is essential not only for companies' competitiveness, but also for sustainable social and economic development.

Keywords: Durable Competencies. Environmental. Social and Governance (ESG). ADMINISTRATOR. International relations.

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INTRODUCTION

Competencies can be divided into technical and durable, according to their structures and objectives, where techniques are related to specific knowledge about a certain area, whose contents are effective and subject to updating. Durable ones are those that will not become obsolete so quickly, reflecting on the postures and attitudes of individuals. In this way, durable competencies refer to the set of skills, knowledge, and attitudes that are essential for the success and adaptability of individuals over time. In the current context, durable competencies are increasingly aligned with ESG (*Environmental, Social and Governance*) principles, which are criteria used to evaluate a company's performance in the environmental, social and governance areas. In the field of human skills, skills such as emotional intelligence and empathy stand out, which are crucial to promote an inclusive and collaborative work environment, aligned with ESG principles. Emotional intelligence, as described by Goleman (1995), allows individuals to manage their emotions and relate empathetically and constructively to others, contributing to a more harmonious and engaged work environment. With regard to professional skills, skills such as sustainability management, environmental impact analysis and ethical corporate governance practices are increasingly valued in the job market. These competencies not only help to improve the company's image and reputation, but also contribute to operational efficiency and risk mitigation (Mintzberg et al., 2009).

The research problem is associated with the understanding of how the Administrator can contribute so that ESG is incorporated into the durable competencies of people and companies, properly structured and integrated with people and companies. As objectives, how sustainable competence related to ESG can be built and developed, and how it can contribute to the sustainable growth of people, companies and the economy of a country. 20 in-depth qualitative interviews were applied in order to obtain the information in order to meet the research problem.

DURABLE SKILLS: BUILDING AND DEVELOPING PEOPLE AND COMPANIES

Durable competencies refers to skills and knowledge that are essential and resilient in the face of changes and challenges in the environment in which the individual is inserted. These are skills that are not only relevant in the present, but also have the potential to remain relevant in the future, even in the face of technological evolutions, market changes, and social transformations. To build durable competencies in both individuals and companies, it is crucial to adopt strategic approaches that promote continuous learning, adaptability, and innovation.

According to Mills (2003), this involves the creation of an environment conducive to lifelong education and personal and professional development. It involves the following precepts:

- Continuous Learning: Stimulate an environment that promotes lifelong education by encouraging both formal training and informal learning in the workplace. This can be achieved through training programs, mentoring, e-learning, and participation in relevant conferences and workshops.
- Flexibility and Adaptability: Develop the ability to adapt quickly to new situations and market demands. This includes not only being open to change, but also cultivating an agile and proactive mindset to anticipate and respond to change.
- Problem-Solving and Critical Thinking: Empowering individuals and teams to analyze complex problems, find innovative solutions, and make informed decisions. This involves developing analytical skills, creativity, and critical judgment.
- Leadership and Collaboration: Promote leadership skills that include the ability to inspire and motivate teams, as well as facilitate effective collaboration between different areas and interest groups within the organization.
- Adoption of Technology and Innovation: Always be aware of new technologies and innovative practices that can improve efficiency and competitiveness. This can involve investments in research and development, as well as strategic partnerships with educational institutions and technology companies.

By adopting these strategies, companies not only strengthen their internal competencies but also position themselves more competitively in an ever-changing global environment. It is a comprehensive perspective on how organizations can effectively implement changes and develop durable skills in their employees, aligning theory and practice in an integrated way.

Murray, Caulier-Grice, and Mulgan (2010) explore the concept and practice of social innovation, mapping and analyzing various approaches and methods that have been employed to address complex social problems through innovative solutions. Social innovation is essential for creating meaningful and sustainable transformations and changes in contemporary societies, through new approaches and models can be developed to address societal challenges, from poverty reduction to improved education and health. It explores the importance of engaging communities and the need to create collaborative networks so that solutions can be scaled and adapted to different contexts.

ESG: CONCEPT AND IMPORTANCE IN THE ECONOMIC, PROFESSIONAL, PERSONAL AND SOCIAL CONTEXT

The concept of ESG has gained increasing relevance in debates on sustainability and corporate responsibility. ESG refers to the environmental, social, and governance *practices* adopted by companies and organizations to manage the impacts of their activities on the environment and society, in addition to ensuring ethical and transparent management practices. As consequences of the adoption of its practices, the following stand out:

- Economic Importance: In the economic context, the integration of ESG criteria into business strategies has been shown to be not only beneficial, but essential for the long-term sustainability of organizations. Companies that adopt sustainable practices have better long-term financial performance, reduce operational and regulatory risks, and access new market opportunities. According to Porter and Kramer (2011), strategies for creating shared value through the incorporation of ESG criteria promote the competitiveness of companies while contributing to sustainable economic development.
- Professional Importance: In the professional sphere, individuals who have ESG skills are increasingly valued in the job market. The ability to integrate environmental, social and governance concerns into business decisions not only strengthens the professional's personal image, but also positions him or her as an agent of positive change within organizations. According to Diniz and Machado (2020), professionals trained in ESG are essential for the implementation of sustainable and ethical practices in companies, aligning corporate interests with society's values.
- Personal Relevance: On a personal level, knowledge and practice of ESG principles allow individuals to adopt more conscious and responsible behaviors towards the environment and the community. Awareness of environmental and social issues influences consumption choices, investments, and even political decisions, promoting a positive impact at the individual level. As highlighted by Elkington (1997), the adoption of sustainable and socially responsible practices is crucial for building a more equitable and environmentally conscious society.
- Social Contribution: Socially, companies that incorporate ESG principles not only fulfill their ethical role, but also contribute to the sustainable development of the communities where they operate. The promotion of diversity, social inclusion, respect for human rights, and care for the environment are fundamental to building a fairer and more balanced future. According to the United Nations (2021), the Sustainable

Development Goals (SDGs) are global directions that align perfectly with ESG principles, offering a clear *framework* for actions aimed at the well-being of people and the planet.

The concept of *the Triple Bottom Line* (TBL), introduced by Elkington (1997), emphasizes the importance of a holistic approach in evaluating the performance of companies, considering not only the financial aspect, but also the social and environmental impacts of their operations. Integrating TBL principles with ESG criteria allows companies to not only maximize economic value, but also contribute significantly to society and the environment.

THE RELEVANCE OF THE ADMINISTRATOR IN THE ESG CONTEXT OVER TIME

According to the Regional Council of Administration of São Paulo (CRA/SP) (undated), the responsibilities and activities of the Administrator are based on articles. 2 of Law No. 4,769/1965 and 3 of the Regulation approved by Decree No. 61,934/1967), thus treating it as a regulated profession. The responsibilities of management, intermediate or superior, advisory and consultancy in technical practices in Federal, State, Municipal, Autarchic Public Service, Mixed Economy Companies, state-owned, parastatal and private companies stand out.

Andrade and Amboni (1999) indicate the professional profile intended for graduates of undergraduate courses in Administration, among others, highlighting social responsibility, justice and professional ethics aimed at decision-making based on the understanding of the social, political, economic and cultural environment. On the other hand, Higher Education Institutions (HEIs) must emphasize the development of skills and competencies such as logical, critical, and analytical reasoning that, together with the systemic and strategic vision, allow leadership and decision-making. These two axes (professional and academic) support the importance and insertion of the profession in society.

The Director has played a crucial role in implementing and promoting ESG principles within organizations throughout history. From the early days of business management to the present day, its role has evolved to include not only efficient resource management, but also environmental, social, and governance responsibility. In antiquity, administrators such as the rulers of the Greek and Roman city-states already had the responsibility of ensuring the social well-being and sustainability of communities. They implemented policies to promote economic and social development, while ensuring the maintenance of public order and the responsible use of available resources. During the Industrial Revolution, in the nineteenth century, new challenges arose for managers, who began to face issues related to the exploitation of natural resources and working conditions in factories. Managers such as Robert Owen (2021) have pioneered adopting more humanistic and sustainable practices in their factories, improving working conditions and promoting employee well-being (CHIAVENATO, 2014). Today, in a globalized and digitalized context, managers are faced with the need to integrate ESG principles into corporate strategies. This involves not only compliance with environmental and social regulations, but also the creation of sustainable value for all stakeholders, including employees, shareholders, customers, and communities (FRIEDMAN, 1970). A contemporary example of how managers are integrating ESG principles into their practices is the company Unilever. Unilever (2023) has implemented a global sustainability policy that aims to reduce the environmental impact of its operations, promote sustainable agricultural practices, and improve the livelihoods of millions of people through social initiatives (*Unilever Sustainable Living Plan*).

Retrieving the concept and practice of social innovation d Murray, Caulier-Grice and Mulgan (2010) explore the concept and practice of social innovation, there is the importance of durable skills, such as the ability to think critically and the ability to solve complex problems. These skills are key to social innovation, as they enable individuals and organizations to address social problems with creative and effective solutions. The book's approach encourages the development of skills that are not only technical but also interpersonal and adaptive, aligned with the demands of an ever-changing world.

Regarding ESG criteria, there is alignment with the social and governance dimension. Social innovations can contribute to sustainable development and the construction of fairer and more inclusive communities. Innovation linked to the search for solutions that promote social well-being, inclusion, and effective governance, which are central aspects of ESG practices. For innovations to be successful, a strong commitment to principles of transparency, ethics, and accountability is required, which are fundamental to governance and the implementation of ESG strategies.

Bergman, Deckelbaum, and Karb (2020) offer a concise and accessible overview of the principles and practices associated with ESG criteria and their importance in the corporate and investment context. They explain how environmental, social, and governance factors influence business and investment decisions, underscoring the growing relevance of these criteria for sustainability and corporate responsibility. Integrating ESG principles can help companies manage risk, identify opportunities, and create long-term value.

Regarding durable skills, they praise the importance of durable skills, such as the ability to analyze and interpret complex data, make informed decisions, and manage risk.

These skills are essential for the successful integration of ESG criteria into business practices. Understanding ESG principles requires analytical skills to assess the environmental and social impact of corporate activities, as well as management skills to implement policies and practices that meet these criteria. The document suggests that these competencies are increasingly valued in a corporate environment that prioritizes sustainability and social responsibility. The environmental impacts of operations, corporate governance practices, and social issues must be considered in the decision-making process. The analysis and implementation of ESG criteria are key to improving the transparency, accountability, and sustainability of organizations, aligning with the expectations of investors and society.

In summary, it is essential to understand and apply ESG criteria, linking the importance of these criteria to the development of durable competencies necessary for the effective practice of ESG management and analysis. It illustrates how adopting ESG practices can promote sustainable and responsible corporate performance.

METHODOLOGY

This article deals with the role of the Administrator in the construction of competence associated with ESG. The main problem of this study arises from the need to understand how the Administrator can contribute to the construction and development of durable skills in people and companies, especially in the context of ESG (*Environmental, Social and Governance*). Specifically, the challenge lies in defining how ESG can be structured and integrated effectively to become a durable competency, relevant to both individuals and organizations, and how this competency can positively impact a country's economic and social development.

The main objective of this research is to investigate how durable competence related to ESG can be built and developed, and how it can contribute to the sustainable growth of people, companies and the economy of a country. Secondary objectives are:

a) Define ESG as a durable competency, exploring and defining the essential elements that make up durable ESG competence, identifying its fundamental dimensions and characteristics.
b) Contextualize ESG in durable competencies, investigating how ESG should be structured and contextualized within the durable competencies of people and companies, considering their interactions with other core competencies.
c) Identify challenges and opportunities, analyzing the challenges and barriers that individuals and companies may face when adopting and implementing durable ESG

competency, as well as identifying the potential opportunities associated with its application.

This study is based on the growing need to develop skills that are not only relevant in the short term, but also contribute to the long-term sustainability and resilience of organizations and society as a whole. Academic literature and reports from international organizations are essential to inform the definition of durable competencies, while case studies and impact analyses are crucial to understanding how effective ESG implementation can positively influence economic and social performance. The sources used to support this research problem include peer-reviewed academic publications, reports from organizations such as the World Economic Forum and the United Nations Development Programme, as well as case studies of implementing ESG practices in different business and economic contexts. These references offer a solid foundation for exploring and understanding the importance of durable competence, especially when contextualized with ESG principles, both in educational training and in administrative and business practice.

The Mooring Matrix was elaborated, based on the problematization and objectives, in order to guide and provide better consistency in the application of the research, data analysis and considerations. According to Telles (2001, p.65), "*With the objective of evaluating the coherence of the relationships established between the dimensions and decisions of conducting a research and, in this way, indicate the methodological consistency of the scientific intervention*".

Table I – Mooring Matrix

Research Objectives	Research Questions	Main references
Define ESG as a durable competency, exploring and defining the essential elements that make up durable ESG competence, identifying its fundamental dimensions and characteristics.	How to define ESG as a durable competency? How should ESG be structured to be considered a durable competency? How can Higher Education Institutions (HEIs) contribute to the construction and development of durable competence contextualized with ESG?	ELKINGTON, J. *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*. Capstone, 1997. MILLS, J. H. *Understanding Organizational Change: Converting Theory into Practice*. London: Routledge, 2003. MINTZBERG, H., Ahlstrand, B., & Lampel, J. *Strategy Safari: A Guided Tour Through The Wilds of Strategic Management*. Free Press, 2009.

Contextualize ESG in durable competencies, investigating how ESG should be structured and contextualized within the durable competencies of people and companies, considering their interactions with other core competencies.	How should ESG be contextualized in the durable competencies of people and companies? How to clarify to society the importance of durable competence contextualized with ESG?	FRIEDMAN, M. *The Social Responsibility of Business is to Increase its Profits*. New York Times Magazine, 1970. PORTER, M.E., KRAMER, M.R. *Creating Shared Value*. Harvard Business Review, 2011.
Identify challenges and opportunities, analyzing the challenges and barriers that individuals and companies may face when adopting and implementing durable ESG competency, as well as identifying the potential opportunities associated with its application.	How can the Administrator contribute to the construction and development of durable skills in people and companies? How can durable ESG-related competence contribute to the development of people, companies, and businesses? How can durable ESG-related competence contribute to the country's economic development? How can durable competence related to ESG contribute to the country's social development? What challenges and barriers can a person and/or company face using durable ESG-related competence? What opportunities can a person and/or company consider using durable ESG-related competence? What influences can durable competence contextualized with ESG exert on the Administrator of the International Relations, International Trade and Foreign Trade area?	BERGMAN, Mark; DECKELBAUM, Ariel; KARB, Brad. Introduc! on to ESG. Harvard law school forum on corporate governance. Boston, 2020. Disponível em: h! ps://corpgov.law.harvard.edu/2020/08/01/ introduc" on-to-esg/. Acesso em 02/07/2024. GOLEMAN, D. *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books, 1995. MURRAY, R.; CAULIER-GRICE, J.; MULGAN, G. The open book of social innova! (Vol. 24). London: Nesta, 2010. Disponível em: h" ps:// youngfounda! on.org/wp-content/uploads/2012/10/The-Open-Book-ofSocial-Innova! ong.pdf. Acesso em: 02/07/2024.

Source: Adapted by the author, from Telles (2001).

The qualitative approach was used, using 20 in-depth qualitative interviews as the main method of data collection. It involved 10 interviewees with a Master's degree and 10 with a PhD degree, from different areas of Knowledge. The choice of qualitative methods is justified by the need to understand in depth the perceptions, experiences and meanings attributed by the participants in relation to the phenomenon under study (Patton, 2002; Denzin & Lincoln, 2018). According to Denzin and Lincoln (2018), qualitative methods allow for a holistic and contextualized investigation, suitable for exploring social complexities and dynamics that cannot be captured by quantitative methods alone.

In-depth interviews are particularly suitable in this context because of their ability to provide a detailed understanding of participants' experiences (Seidman, 2013). As highlighted by Seidman (2013), these interviews allow not only to explore what the participants think, but also how they construct meanings in relation to the investigated theme, enabling a dense and detailed analysis of the data collected.

To analyze the data obtained through the interviews, the content analysis proposed by Bardin (2011) will be used. This method is recognized for its ability to systematize and interpret qualitative information in a rigorous and structured way (BARDIN, 2011). Content analysis allows you to identify emerging categories and themes in the answers to the open-ended questions, providing deep insights into the perceptions and experiences of the participants. Bardin (2011) defines content analysis as a set of communication analysis techniques aimed at obtaining, through systematic and objective procedures for describing the content of messages, indicators that allow the inference of knowledge related to the conditions of production/reception of these messages.

In summary, the selection by qualitative in-depth methods, such as in-depth interviews and Bardin's content analysis, is based on the need to explore the nuances and complexities of the topic studied through the perspectives of the participants. This approach not only enriches the understanding of the phenomenon, but also makes it possible to identify underlying patterns and meanings in the narratives of the interviewees.

HOW CAN THE ADMINISTRATOR CONTRIBUTE TO THE CONSTRUCTION AND DEVELOPMENT OF DURABLE SKILLS IN PEOPLE AND COMPANIES?

The role of the Administrator in building durable skills is crucial for the long-term success of people and companies. First, the administrator must promote an organizational culture that values continuous learning and the development of relevant skills. This can be achieved by creating training programs focused on essential technical and behavioral competencies, such as leadership, innovation, and adapting to change. In addition, the manager can encourage the integration of sustainable practices, such as ESG (environmental, social, and governance) guidelines, into the core of the company's operations. This not only strengthens corporate social responsibility, but also prepares employees to face future challenges related to sustainability and ethical governance. As an example, there is the implementation of policies that promote diversity and inclusion, not only as compliance measures, but as strategies to promote a more productive and ethical work environment. By leading by example and investing in the personal and professional growth of employees, the manager not only strengthens the company in the present, but also prepares a solid foundation for the future.

HOW TO DEFINE ESG AS A DURABLE COMPETENCY?

ESG (*Environmental, Social and Governance*) can be defined as a durable competency when incorporated as an essential part of the knowledge and skills needed to manage companies responsibly and sustainably. This entails not only understanding ESG principles and guidelines, but also knowing how to implement them effectively and integrate them into corporate strategy. Durable ESG competencies range from the ability to assess the environmental impact of business operations to promoting transparent and ethical governance practices. In addition, it requires the ability to manage social aspects, such as the relationship with local communities and the well-being of employees. As an example, a manager with durable ESG competence would be able to develop policies that reduce the consumption of natural resources, improve relationships with *stakeholders* through transparent and ethical relationships, and promote a safe and inclusive work environment.

HOW SHOULD ESG BE STRUCTURED TO BE CONSIDERED A DURABLE COMPETENCY?

For ESG to be considered a durable competency, it must be structured in such a way as to encompass three main components in an integrated and strategic manner: (a) <u>Environmental</u>: It comprises the responsible management of natural resources, minimization of environmental impacts, and adoption of sustainable practices such as reducing carbon emissions and efficient use of energy; (b) <u>Social</u>: Includes aspects such as the promotion of diversity and inclusion in the workplace, care for the health and safety of employees, as well as engagement with local communities and the development of social programs; and (c) <u>Governance</u>: Refers to transparent and ethical management practices that promote corporate integrity, regulatory compliance and accountability to all *stakeholders*. This structuring not only establishes a solid foundation for sustainable management, but also strengthens the company's resilience in the face of economic and social challenges, positioning it as an agent of positive change in society.

HOW SHOULD ESG BE CONTEXTUALIZED IN THE DURABLE COMPETENCIES OF PEOPLE AND COMPANIES?

ESG must be contextualized as a durable competency through integration at all organizational and decision-making layers. For individuals, this entails understanding how

ESG practices influence day-to-day operations and contribute to the company's strategic objectives. For example, leaders who have durable ESG competencies are able to make informed decisions that not only maximize financial returns, but also promote a long-term positive impact on the environment, society, and corporate governance. For companies, contextualizing ESG as a durable competency means embedding these principles into organizational culture, internal policies, and growth strategies. This can involve everything from adopting strict environmental standards to developing social responsibility programs that benefit local communities. Thus, ESG should not be considered just an isolated strategy, but an essential part of the company's identity and purpose.

HOW CAN ESG-RELATED DURABLE COMPETENCE CONTRIBUTE TO THE DEVELOPMENT OF PEOPLE, COMPANIES, AND BUSINESSES?

Durable ESG competence can contribute significantly to the sustainable development of people, companies, and businesses in several ways: (a) People: Promotes the personal and professional development of employees, empowering them with skills that are valued in the current and future market. In addition, it increases employee satisfaction and engagement when working for a greater cause; (b) Business: Improves corporate reputation and brand in the market, increases operational efficiency by reducing waste and costs associated with unsustainable practices, attracts investors and customers committed to ethical and responsible values; and (c) Business: Creates opportunities for innovation and growth through the development of new sustainable products and services, opens emerging markets of conscious consumers and reduces the risk of sustainable and sustainable products. financial and regulatory risks associated with unethical practices. These benefits are not only immediate, but sustainable in the long term, positioning people, companies and businesses for solid and responsible growth.

HOW CAN ESG-RELATED DURABLE COMPETENCE CONTRIBUTE TO THE COUNTRY'S ECONOMIC DEVELOPMENT?

Durable ESG competence can boost a country's economic development by fostering business practices that are environmentally responsible, socially inclusive, and well-governed. This translates into several contributions: (a) Attractiveness for Investments: Countries that adopt ESG practices attract foreign investments that value sustainability and corporate responsibility; (b) Innovation: Stimulates innovation in sectors such as renewable energy, clean technologies and energy efficiency, which are crucial for the transition to a low-carbon economy; (c) International Competitiveness: Improves the competitiveness of companies in the global marketplace by aligning with international sustainability standards and attracting consumers who prefer sustainable products and services; and (d) Job Creation: Promotes job creation in emerging sustainability-related sectors such as waste management, natural resource conservation, and ESG consulting. Therefore, investing in durable ESG-related competencies not only strengthens individual companies, but also contributes to the sustainable economic growth of a country as a whole.

HOW CAN ESG-RELATED DURABLE COMPETENCE CONTRIBUTE TO THE COUNTRY'S SOCIAL DEVELOPMENT?

Durable ESG competence can play a key role in a country's social development by promoting inclusion, equity, and the well-being of communities. This can occur in several ways: (a) Employability and Capacity Building: Encourages the creation of decent jobs and the training of people in skills relevant to a sustainable economy; (b) Community Development: Invests in social and environmental projects that directly benefit local communities, such as access to clean water, environmental education, and public health; (c) Respect for Human Rights: Promotes business practices that respect human rights and protect vulnerable groups, such as migrant workers and indigenous peoples; and (d) Digital Inclusion and Education: Encourages initiatives that promote digital inclusion, access to quality education, and equal opportunities for all. By integrating these principles into corporate strategy and public policy, durable ESG competence not only improves people's quality of life, but also strengthens social ties and community cohesion.

WHAT CHALLENGES AND BARRIERS CAN A PERSON AND/OR COMPANY FACE USING ESG-RELATED DURABLE COMPETENCE?

While adopting durable ESG competencies brings significant benefits, it faces challenges and barriers that can include: (a) Startup Costs: Implementing sustainable practices often requires significant upfront investments in clean technologies, staff training, and certifications; (b) Regulatory Complexity: Complying with environmental and social regulations can be complex and vary significantly from country to country, requiring legal expertise and ongoing compliance; (c) Lack of Expertise: Many companies face a lack of internal expertise in ESG practices, which can make it difficult to effectively implement sustainable strategies; and (d) Cultural Resistance: Some organizations may encounter internal resistance to the cultural change needed to adopt more ethical and sustainable practices. Overcoming these challenges requires organizational commitment, effective leadership, and ongoing investment in capacity building and skills development.

WHAT OPPORTUNITIES CAN A PERSON AND/OR COMPANY CONSIDER USING ESG-RELATED DURABLE COMPETENCY?

Durable ESG competence offers several strategic opportunities for people and companies, such as: (a) Brand Differentiation: Strengthens brand reputation by demonstrating commitment to sustainable practices and corporate responsibility; (b) Access to New Markets: Opens doors to emerging markets of conscious consumers who prefer sustainable products and services; (c) Cost Reduction: Improves operational efficiency by reducing waste of resources and optimizing processes through sustainable practices; (d) Talent Attraction: Attracts talent committed to ethical and responsible values, contributing to a more engaged and productive work environment; and (e) Innovation and Growth: Stimulates innovation in new technologies and services that meet the demands of a more sustainable global market. These opportunities not only strengthen the competitive position in the market, but also position companies as leaders in the transformation to a more sustainable and inclusive economy.

HOW TO CLARIFY TO SOCIETY THE IMPORTANCE OF DURABLE COMPETENCE CONTEXTUALIZED WITH ESG?

To clarify the importance of durable ESG competence for society, it is essential to highlight the economic, social, and environmental benefits of sustainable and responsible practices. This can be done through: (a) Transparency and Communication: Clearly and transparently communicating the company's ESG initiatives, including sustainability and social impact reporting; (b) Education and Awareness: Educate stakeholders about the global challenges that ESG aims to address, such as climate change, social inequality, and corporate governance; (c) Community Engagement: Involve local communities and NGOs in social and environmental projects that demonstrate the company's commitment to corporate responsibility; and (d) Strategic Partnerships: Establish partnerships with academic, governmental, and business institutions that share values of sustainability and responsibility. By demonstrating the tangible and intangible benefits of adopting durable ESG competencies, society can better understand how these practices are not only morally correct but also essential for balanced and sustainable economic and social development.

HOW CAN HIGHER EDUCATION INSTITUTIONS (HEIS) CONTRIBUTE TO THE CONSTRUCTION AND DEVELOPMENT OF DURABLE COMPETENCE CONTEXTUALIZED WITH ESG?

Higher Education Institutions (HEIs) have a crucial role in preparing future leaders and professionals with durable ESG skills. They can contribute in several ways: (a) Integrated Curriculum: Integrating ESG principles into academic disciplines, undergraduate and graduate programs, preparing students to apply these concepts in the corporate environment; (b) Research and Development: Conduct research that contributes to innovation in sustainable and responsible practices, supporting the development of solutions to global challenges; (c) Partnerships with Companies: Establish partnerships with companies for internships, practical projects and employment opportunities that emphasize ESG practices; and (d) Continuing Education: Offer continuing education programs and executive training that update practicing professionals with the latest ESG practices. By doing so, HEIs not only empower students with the skills they need to meet the challenges of the twenty-first century, but also contribute to the creation of a globally competitive and ethical workforce.

WHAT INFLUENCES CAN THE DURABLE COMPETENCE CONTEXTUALIZED WITH ESG EXERT ON THE ADMINISTRATOR OF THE INTERNATIONAL RELATIONS, INTERNATIONAL TRADE AND FOREIGN TRADE AREA?

Durable ESG competence exerts significant influences on managers in the area of International Relations, International Trade and Foreign Trade, as these professionals deal directly with global markets and diversified stakeholders. This competency can: (a) Facilitate International Negotiations: Managers who understand ESG practices are better equipped to negotiate with foreign partners who value sustainability and corporate responsibility; (b) Ensure Regulatory Compliance: In an increasingly complex regulatory environment, ESG competency helps managers ensure that their operations comply with international sustainability standards; (c) Strengthen Global Reputation: Promoting ESG practices not only enhances the company's reputation in the global marketplace, but also opens doors to new business opportunities and strategic partnerships; and (d) Anticipating and Mitigating Risks: ESG-savvy managers are able to anticipate and mitigate risks associated with unsustainable practices, such as consumer boycotts or regulatory penalties. Therefore, durable ESG competence is not only a competitive advantage, but a strategic necessity for managers seeking to operate successfully in an increasingly conscious and regulated global market.

CONTEXTUALIZED DISCUSSION OF THE RESULTS OF THE RESEARCH

Building and developing durable competencies, both in people and in companies, is a key aspect for the long-term success and sustainability of companies. The role of the administrator is central to this process, where they are responsible for fostering an organizational culture that values continuous learning and the development of skills. This can be accomplished through training programs focused on technical and behavioral competencies, such as leadership and innovation. By fostering an environment where learning is encouraged, administrators not only prepare employees for today's challenges, but also empower them to adapt to future changes. More than that, individual and collective awareness on the subject is essential for this process to be consolidated. The incorporation of sustainable practices, such as ESG (environmental, social, and governance) guidelines, is vital. This strengthens corporate social responsibility and prepares employees to face sustainability-related challenges. For example, implementing diversity and inclusion policies not only meets legal requirements but also promotes a more ethical and productive work environment. Defining ESG as a durable competency involves understanding its implementation as an integral part of business operations, where managers must not only understand ESG principles but also integrate them into corporate strategies. Durable ESG competencies include the ability to assess environmental impacts, promote transparent governance practices, and manage social relationships with local communities. A strategic and effective manager must be able to develop policies that not only reduce environmental impacts, but also create a culture of transparency and inclusion within the company.

For ESG to be a durable competency, it must be structured in three main components: (a) Environmental (Responsible management of natural resources and adoption of sustainable practices, such as reducing emissions and energy efficiency), (b) Social (Promoting diversity and inclusion, caring for the health and safety of employees, and engaging with local communities) and Governance (Ethical and transparent management practices that promote corporate integrity and accountability to *stakeholders*). This structuring allows the company not only to position itself as responsible, but also as an agent of change, strengthening its resilience in the face of economic and social challenges.

ESG must be contextualized in durable competencies by being integrated into all organizational layers. For individuals, this involves understanding how ESG practices impact daily operations and decisions. Leaders with ESG competencies are able to make decisions that maximize financial return while promoting a positive impact in the long term.

For companies, this means embedding ESG principles into organizational culture, policies, and growth strategies. Thus, ESG becomes an essential part of the company's identity and purpose, not an isolated strategy, but a fundamental element in building a sustainable future.

The durable competence related to ESG (Environmental, Social and Governance) offers significant contributions to the development of people and companies: (a) People (Promotes the personal and professional growth of employees, equipping them with skills valued in the market. This not only increases satisfaction and engagement by aligning their roles with social and environmental causes, but also prepares them for future demands from the labor market, which increasingly prioritizes sustainability), (b) Companies (Organizations that adopt ESG practices benefit from an improved reputation, which attracts customers and investors concerned about social responsibility. Operational efficiency increases as the company reduces waste and costs, and the commitment to ethical values can open up new business opportunities), (c) Business (Sustainable practices generate innovation, stimulating the development of products and services that serve conscious consumers. This not only opens up emerging markets, but also minimizes financial and regulatory risks, positioning companies advantageously in the long run).

Durable ESG competence is an engine for economic development by promoting responsible business practices, including: (a) Attractiveness for investments (Countries with strong adherence to ESG practices attract foreign investments seeking security and sustainability), (b) Innovation (The focus on ESG stimulates innovations in sectors such as renewable energy and clean technologies, essential for the transition to a low-carbon economy), (c) International Competitiveness (Companies that align their operations with international sustainability standards improve their position in the global market, (d) Job creation (The development of sustainable sectors generates new job opportunities, contributing to the local economy).

ESG competence is also crucial for social development, promoting: (a) Employability and Training (Fosters the creation of decent jobs and training in relevant skills), (b) Community Development (Investments in projects that improve the quality of life of communities, such as access to clean water and education), (c) Respect for Human Rights (Promotes business practices that protect vulnerable groups), (d) Digital Inclusion (Stimulates digital inclusion and education opportunities, promoting equality).

However, the implementation of durable ESG competencies faces challenges such as: (a) Initial Costs (Investments in sustainable practices can be high, making adoption difficult), (b) Regulatory Complexity (Compliance with ESG standards can be complicated and vary across regions), (c) Lack of knowledge (Many companies lack the in-house expertise to implement effective strategies), (d) Cultural Resistance (Changes in mindset within the organization can be an obstacle). Despite the challenges, ESG competencies offer several opportunities such as: (a) Brand Differentiation (Companies that demonstrate commitment to sustainability stand out in the market), (b) Access to new markets (Conscious consumers favor sustainable products, expanding the market), (c) Cost Reduction (Sustainable practices can reduce waste and improve efficiency), (d) Talent Attraction (Those who value ethics and responsibility are attracted to companies that implement ESG), (e) Innovation (The focus on sustainability stimulates the development of new technologies and services).

To provide clarification to Society , the following are essential: (a) Transparency (Clearly reporting ESG initiatives and their impact), (b) Education (Informing about the global challenges that ESG aims to solve), (c) Engagement (Including communities in projects that reflect corporate responsibility) and (d) Partnerships (Collaborating with entities that share sustainability values).

The role of Higher Education Institutions (HEIs) is fundamental in the development of ESG competencies through: (a) Integrated Curriculum (Incorporating ESG into courses, preparing students for the market), (b) Research and Development (Conducting research that drives sustainable practices), (c) Partnerships with companies (Facilitating internships and practical projects in ESG) and (d) Offering training for practicing professionals on ESG practices.

For International Relations Administrators, it is essential to: (a) Facilitate negotiations (ESG knowledge is vital for negotiations with partners who prioritize sustainability), (b) Ensure compliance (Helps ensure compliance with international regulations), (c) Strengthen reputation (Improve the company's global image, and (d) Anticipation of risks (Allows you to identify and mitigate risks associated with unsustainable practices.)

In summary, the Administrator plays a crucial role in building durable competencies through the promotion of a culture of continuous learning and the integration of ESG principles. This not only prepares employees for the challenges of the present, but also proactively positions companies in the face of social and environmental issues, ensuring their relevance and long-term success. Durable ESG competence is not only a competitive advantage, but a strategic necessity that impacts economic, social, and environmental development in a broad and integrated manner.

Considering the undergraduate courses in Administration, they aim to form the intended professional profile, justifying didactics and pedagogy, according to regional peculiarities, with the internalization of values of social responsibility, justice and professional ethics, technical and scientific training to work in the administration and management of organizations. Durable competencies, especially those aligned with ESG principles, are essential for the success of managers in the contemporary business environment. The role of the administrator has evolved significantly over time, going from a resource manager to a leader responsible for implementing sustainable and ethical practices within organizations.

Each of these responses highlights the importance and benefits of integrating durable ESG competencies for both individuals and organizations, contributing to sustainable and responsible development at local, national, and global levels. Durable competencies refer to the set of skills and knowledge that are essential and relevant over time, regardless of changing economic, social, and environmental circumstances. In the current context, in which sustainability and governance issues are increasingly a priority, ESG (*Environmental, Social and Governance*) emerges as a fundamental framework to guide business and individual practices towards sustainability and social responsibility.

Regarding social innovation practices, it is highlighted how the application of durable skills and the integration of ESG principles can promote positive and lasting social change. Administrators play a crucial role in building and applying durable competencies within this context. First, they need to deeply understand ESG principles and how these principles integrate into organizational strategies. This implies not only adopting sustainable policies, but also promoting a corporate culture that values transparency, business ethics, and respect for human rights.

On a personal level, managers who develop durable ESG skills are able to lead teams in an inclusive and collaborative way, considering not only financial results, but also the social and environmental impacts of corporate decisions. This requires effective communication skills, ethical decision-making skills, and a strategic vision that incorporates long-term goals for sustainability.

Professionally, ESG-competent managers are able to create sustainable value for organizations by aligning the interests of different stakeholders and mitigating risks associated with unsustainable practices. They are essential in implementing strategies that not only maximize profit in the short term but also protect the environment, promote social equity, and ensure transparent and accountable governance.

Socially, stewards have a responsibility to be agents of positive change in their communities and society at large. By integrating ESG practices into their daily decisions, they contribute to a fairer and more sustainable world, where economic growth is balanced with social well-being and environmental preservation.

Therefore, developing durable competencies in the context of ESG not only strengthens an administrator's position in the labor market, but also empowers them to be responsible leaders and agents of transformation, capable of facing the complex challenges of the 21st century in an ethical and sustainable manner. This process is not only limited to professional development, but also to building a personal and social legacy that respects and promotes the principles of sustainability and social responsibility.

FINAL CONSIDERATIONS

The role of the Administrator in building and developing durable skills is essential to ensure the long-term success of people and companies. Fostering an organizational culture that values continuous learning and the development of relevant skills is one of the administrator's primary responsibilities. This perspective is reinforced by the theoretical foundation that highlights the importance of training programs focused on essential technical and behavioral competencies, such as leadership, innovation, and adaptation to change.

During the interviews, it was observed that the integration of sustainable practices, such as ESG (environmental, social, and governance) guidelines, is seen as a vital strategy. ESG not only strengthens corporate social responsibility, but also prepares employees and companies to face future challenges related to sustainability and ethical governance. One example mentioned was the implementation of policies that promote diversity and inclusion, not only as compliance measures, but as strategies to create a more productive and ethical work environment.

The theoretical foundation also highlights the definition of ESG as a durable competency, incorporating it into the knowledge and skills needed to manage companies responsibly and sustainably. Durable ESG competencies involve the ability to assess the environmental impact of business operations, promote transparent and ethical governance practices, and manage social aspects, such as the relationship with local communities and the well-being of employees.

For ESG to be considered a durable competency, it must be structured in an integrated and strategic manner, covering environmental, social, and governance components. This includes responsible management of natural resources, the promotion of diversity and inclusion in the workplace, and transparent and ethical management practices. This framework not only lays a solid foundation for sustainable management but also strengthens the company's resilience in the face of economic and social challenges.

In the interviews, it was clear that contextualizing ESG as a durable competence requires its integration into all organizational and decision-making layers. For individuals, this entails understanding how ESG practices influence day-to-day operations and contribute to the company's strategic objectives. For companies, it means incorporating these principles into organizational culture, internal policies, and growth strategies.

Durable ESG competence contributes significantly to the sustainable development of people, companies, and businesses. It promotes the personal and professional development of employees, improves corporate reputation, increases operational efficiency, and creates opportunities for innovation and growth. These benefits are not only immediate, but also sustainable in the long term, positioning people, companies, and businesses for solid and responsible growth.

In addition, durable ESG competence can boost a country's economic development by fostering environmentally responsible, socially inclusive, and well-governed business practices. During the interviews, the participants highlighted that countries that adopt ESG practices attract foreign investment, stimulate innovation in sustainable sectors, improve international competitiveness, and promote job creation in emerging sectors related to sustainability.

Challenges and barriers to adopting durable ESG competencies include upfront costs, regulatory complexity, lack of expertise, and cultural resistance. Overcoming these challenges requires organizational commitment, effective leadership, and ongoing investment in capacity building and skills development. However, the strategic opportunities offered by ESG, such as brand differentiation, access to new markets, cost reduction, and talent attraction, overcome these barriers.

Higher Education Institutions (HEIs) play a crucial role in preparing future leaders and professionals with durable ESG skills. They can contribute by integrating these principles into their curricula, conducting innovative research, establishing partnerships with companies, and offering continuing education programs.

Finally, durable ESG competence exerts significant influences on managers in the area of International Relations, International Trade and Foreign Trade. It facilitates international negotiations, ensures regulatory compliance, strengthens global reputation, and anticipates risks associated with unsustainable practices. Therefore, durable ESG competence is not only a competitive advantage, but a strategic necessity for the sustainable development of people, companies, businesses, and societies.

By investing in the personal and professional growth of employees and integrating ESG practices into business management, the manager not only strengthens the company in the present, but also prepares a solid foundation for the future, contributing to balanced and sustainable economic and social development.

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