



SKI.F.T. – SKILLS FOR  
TRANSITION

# **D 2.1 Report on the First Transnational Capacity Building Seminar in Copenhagen, Denmark 5<sup>th</sup>-6<sup>th</sup> December 2023**

SMP-COSME-2022-SEE

Proposal number: 101126777



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## Content

<b>1. Meeting Agenda for the First Transnational Capacity Building Seminar .....</b>	<b>3</b>
<b>2. List of Participants .....</b>	<b>4</b>
<b>3. Information about the profile of participants .....</b>	<b>4</b>
<b>4. Objectives and Goals for the Meeting .....</b>	<b>5</b>
<b>5. Survey .....</b>	<b>6</b>
Results of the Survey .....	7
<b>6. Screening of existing competence schemes for capacity-building.....</b>	<b>8</b>
Practice examples.....	10
<b>7. Towards a SKI.F.T. Methodology.....</b>	<b>11</b>
<b>8. Presentation of Training materials.....</b>	<b>14</b>
Annex.....	15

## 1. Meeting Agenda for the First Transnational Capacity Building Seminar

	<b>DAY ONE – 5th of December 2023</b>
09:00	<b>Welcome</b> <b>Registration</b> and Signature <b>Presentation</b> Partner's Presentations (5 min.)  <b>Objectives and Goals for the Meeting</b>
09:30	<b>Survey</b> Presenting main outcomes of the survey and the screening of existing competence development schemes
10:30	<b>Coffee Break</b>
10:45	<b>Methodology</b> Presentation and Discussion of the First Ideas of SKI.F.T. Methodological Guidelines and Repository
12:45	<b>Lunch – at Kooperationen</b>
13:45	<b>Advisory and Coaching</b> Experiences of Partners and Conclusions for the SKI.F.T. Project
14:30	<b>Coffee Break</b>
15:00	<b>Direct Financial Support</b> Exchange of Experiences and Expertise Between Partners and Conclusions for the SKI.F.T. Project
17:00	<b>End of Day One</b>
17:30	<b>Dinner at Tivoli Gardens</b>
	<b>DAY TWO – 6th of December 2023</b>
09.00	<b>Next steps – Tasks and Deadlines</b> <b>Dates</b> - Following meetings
11.00	<b>Coffee Break</b>
11.30	<b>Network</b>

<b>12:45</b>	<b>Lunch – at Kooperationen</b>
<b>13.30</b>	<b>Second Steering Committee Meeting</b> Communication and Dissemination Communication Plan Presentation of the SKIFT Website
<b>14:45</b>	<b>Departure</b>

## 2. List of Participants

Mickael Bianchin (Cecop)  
Elena Scanferla (Coesi)  
Laura Zambrini (Demetra)  
Fabiola di Fazio (Demetra)  
Valentina Dragone (Demetra)  
Urszula Fila-Kicman (Fise)  
Julia Koczanowicz Chondzynska (Fise)  
Adam Markuszewski (Fise)  
Helena Gleesborg Hansen (Kooperationen)  
Ulrik Boe Kjeldsen (Kooperationen)  
Peter Brandorff (Kooperationen)  
Elsa Brander (Kooperationen)  
Sara Belloi (Legacoop Emilia Romagna)  
Rosaria Mastrogiacomo (Legacoop Emilia Romagna)  
Roberta Trovarelli (Legacoop Emilia Romagna)  
Erdmuthe Klaer (Reves)  
Luigi Martignetti (REVES) – ONLINE

## 3. Information about the profile of participants

**CECOP - Mickael Bianchin** – Policy and Membership Officer

**COESI - Elena Scanferla** – Senior EU Project manager, coordinator social innovation and finance expert

**DEMETRA - Laura Zambrini** - Senior Project Manager, non-profit organizations, and cooperatives, finance



**DEMETRA - Fabiola di Fazio** - Expertise in management and professional training

**DEMETRA - Valentina Dragone** - Training consultant, course management

**FISE - Julia Koczanowicz Chondzynska** – Organization management, fundraising, HR, finance

**FISE - Urszula Fila-Kicman** - Coordinator of formal and nonformal projects and partnerships with

**FISE - Adam Markuszewski** – project management

**KOOPERATIONEN - Elsa Brander** – Senior advisor, coordinator, social economy, and entrepreneurship

**KOOPERATIONEN - Ulrik Boe Kjeldsen** - Senior advisor, social economy, policy and entrepreneurship

**KOOPERATIONEN - Helena Gleesborg Hansen** - Communications officer

**KOOPERATIONEN - Peter Brandorff** – Donor experience and project management

**LEGACOOP EMILIA-ROMAGNA - Sara Belloi** – International management

**LEGACOOP EMILIA-ROMAGNA Rosaria Mastrogiacomo** – Innovation and sustainability

**LEGACOOP EMILIA-ROMAGNA - Roberta Trovarelli** - Cooperative Promotion and International Projects and Relations.

**REVES - Luigi Martignetti** –Secretary General of REVES, social economy and governance

**REVES - Erdmuthe Klaer** - Vice secretary-general of REVES, Project manager, social and solidarity economy, community development, green transition

## 4. Objectives and Goals for the Meeting

The objective of this first international capacity-building seminar was to build on the results of the preceding tasks (survey and analysis) and start increasing the partners' capabilities to deliver consistent advisory and coaching services related to green transition of micro and small social economy enterprises. Based on the specific needs identified through the survey partners, during the meeting and as foreseen in the Description of the Action, aimed to:

- discuss competences to be further developed,
- analyze the potential of existing competence development schemes and
- define basic elements of a joint approach to competence development specifically for small and micro community-based social economy enterprises in green transition which follows a collective/systemic perspective.

## 5. Survey

A focused survey (task 2.1) ", conducted between October and November 2023, sought to identify tangible capacity-building and training requirements, particularly focusing on the green transition, specifically for micro and small social economy enterprises and organizations which could be potential beneficiaries of advisory and coaching as well as of cascade funding.

It addressed micro and small social economy enterprises and organisations in the partner territories in Denmark, Italy and Poland based on a questionnaire developed by the project consortium.

In this context, the partners had defined "capacity building and training" as well as actions related to the "greening of an enterprise/organization" as follows:

Capacity-building and training needs in the context of "greening" activities aim to provide individuals, organizations, and communities with the knowledge, skills, and resources essential for implementing environmentally sustainable practices. "Greening" an enterprise or organization involves enhancing its activities to be more environmentally sustainable, which may encompass various aspects such as production processes, the final product or service, purchasing practices, and related supply chains. The survey results will inform the development of specific advisory and coaching services.

The questionnaire involved the following topics:

- Greening purchase of materials and services (working with sustainable suppliers of sustainable materials and services)
- Greening energy sources: transitioning from fossil fuels to renewable energy sources.
- Cooperation with other social economy enterprises/organizations and other local actors (e.g. in the creation of local short supply chains)
- Process of production and delivery of goods and services
- Building process-related partnerships with other social economy enterprises/organizations and other private actors enabling green transition-related improvement of processes
- Selling products and services
- Communication/ Marketing of the green and social added value
- Reach-out to private actors (as partners/clients/consumers)
- Reach-out to public actors (as partners/clients/consumers, including the ability to take part in public procurement)
- Evaluation and Review of the performance of the enterprise/organization and its business model from a point of view of ecological and social sustainability
- Related to the previous point: Designing and managing green transition processes in a participatory way (internal management/governance)
- Identifying and accessing (green) finance supporting green transition/enterprise transformation as well as other support measures/programmes
- Developing digital infrastructure accelerating green transition
- Saving Energy and greening infrastructure
- Greening Transport and Mobility
- Greening waste management
- Optimizing water management

- Cooperation with policy-makers and public authorities more in general (including cooperation on the policy-framework –linked, for example, to the promotion of short supply chains and social economy)
- Interacting with local communities
- Awareness-raising/communication (inside and outside the enterprise /organization – not specifically consumer-oriented)
- Participation in capacity-building and training measures on green transition-related topics

## Results of the Survey

Partners had received 68 responses in total (partner reports attached)– several partners intended to collect further responses and details on capacity-building needs also after the first transnational capacity-building seminar in Copenhagen.

The survey results from Kooperationen highlighted key findings regarding the importance of strengthening company resources, knowledge, and skills (53.33%). Additionally, respondents emphasized the significance of screening the market to identify sustainable materials/services and suppliers (65.22%) and engaging in dialogue with local authorities and decision-makers to promote sustainable premises supply chains (52.17%). Positive trends included 43.33% of companies already undertaking activities towards the green transition, with another 36.67% responding to some extent. However, 75.76% of companies reported not participating in support programs for green transition due to reasons such as lack of time (48%), lack of knowledge (44%), and lack of financial resources (36%).

Demetra brought attention to a language barrier challenge, noting that the target organizations do not communicate in English. Additional important focal points involve making material purchases more environmentally friendly and optimizing processes. Participants underscored the challenge of limited time for training activities and insufficient resources.

COESI received high importance scores ranging from 90-100%, except for the question related to the reach-out to public actors, which scored lower at 73%. The identified common challenges included a shortage of time and resources, with 50% of respondents considering this a significant obstacle. Furthermore, 30% expressed a lack of knowledge, and 20% indicated that certain issues were not currently a priority.

The responses collected by FISE revealed that the majority of participants are already actively involved in green transformation practices such as adopting a vegan diet, utilizing photovoltaics, employing heat pumps, upgrading to more modern and energy-efficient equipment, practicing recycling, and using biodegradable packaging like glass and ceramics. Participants also highlighted their engagement in sustainable practices such as utilizing public transport and cycling to work. They emphasized the importance of local short supply chains. The identified training needs centered around understanding how to collaborate with other Social Economy Enterprises (SEEs) and local authorities to establish local short and sustainable supply chains. It was observed that financial considerations predominantly motivated these training needs. Additionally, the size of SEEs

appeared to impact their willingness to send staff for training due to factors like a lack of time and minimal human resources.

All replies received (see annex) and their analysis were used in order to identify gaps regarding competences of the partner organisations that will then deliver advisory and coaching services.

## 6. Screening of existing competence schemes for capacity-building

REVES presented the first results of the screening exercise realized by SKI.F.T. project partners after the launch of the project. As stated in the project description, partners identified and analysed competence schemes that have already been developed for capacity-building in the field of green transition of social economy and other type of enterprises of different size. Information was collected in a shared template to facilitate task T 2.3. (sharing of competences and knowledge during the first transnational capacity-building seminar in Copenhagen). Partners considered programmes, (online) tools and other type of material such as guidelines. These programmes/tools/material might relate to green transition in general (including for example environmental auditing) or to specific aspects (e.g. waste management, green purchasing or others).

Research was carried out through desk research using internet-based instruments and knowledge about tools/programmes developed and/or applied by specific project partners.

Even though the exercise was to be further continued, given the limited time frame at disposal before the first transnational meeting, and will then feed the SKI.F.T. repository of tools (deliverable D2.5), some first tentative general observations could be made:

Even though many social economy enterprises can be considered among the pioneers of (environmentally) responsible entrepreneurship approaches, few training programmes and tools on green transition addressing specifically the social economy do seem to exist (or at least fewer than project partners expected). This observation was also confirmed by colleagues of CIRIEC who were contacted during this research for other suggestions. Moreover, few training programmes and tools on green transition seem to be proposed by social economy intermediary organisations (social economy federations, social economy support agencies, etc.) as such.

Main providers of the programmes and tools that were identified so far by the project partners in the Member States or regions of the project partners or Europe-wide (REVES and CECOP) seem to be consultancies or other type of private enterprises (not focusing specifically on the social economy), traditional business development agencies, universities, or – to some extent – (transnational) organisations and networks.

In Emilia-Romagna also Demetra, a SKI.F.T. project partner, has a large offer of capacity-building programmes and courses. However, in many other European regions and countries, social economy-related organisations in general still seem rather a minority when it comes to the provision of this specific type of support.

As a consequence, the programmes/tools identified often do not target specifically the social economy, but any kind of enterprise.

This does not necessarily mean that there could not be any learning effect and added value for social economy enterprises. Yet, the disadvantage here might be that specific characteristics of social economy enterprises which might a) determine the capacity of the enterprise/organization to engage in green transition processes and therefore require specific attention and tailor-made approaches, or b) represent specific added value and potential to reinforce green transition processes, might not be considered and therewith exploited.

Only a few of the programmes/tools identified target specifically small enterprises. Others address any type of actor, including public authorities. Some of the programmes/tools target specifically the social economy, but this seems to be a minority.

The type of programme/tool/support provided includes (mainly) training courses/webinars, guidelines, (online) self-assessment tools, or (repositories of) good practices.

The training programmes/tools identified address a diversity of topics, including:

- a review of the Business Model in general;
- the presentation and application of different type of impact assessment, such as the societal balance sheet or the Environmental Impact Audit (focusing on the different aspects of green transition or specific ones such as carbon footprint);
- a focus on specific topics: transport/logistics, energy, waste management, circular practices in general, technologies...;
- access to finance
- possibilities to improve networking and find partners, or
- communication.

A list of identified schemes of capacity-building can be found in the attachment – however, this has to be considered a provisional file which will be further complemented in the course of following project activities, as it is part of deliverable D2.5. (to be delivered in month 24). Some of these schemes were presented by their developers during the second edition of the first online transnational capacity-building seminar.

## Practice examples

### **Economy for the Common Good: Common Good Matrix 5.0/Balance Sheet 5.0**

**LINK:** <https://www.ecogood.org/apply-ecg/common-good-matrix/>

**ANEL: Diagnosis tool - SDG 7 Affordable and Clean Energy and SDG 12 Responsible Consumption and Production: This tool is currently being developed and tested by ANEL.**

### **Grand-Est Region: Fiches Achats Responsables -**

**LINK:** <https://www.acheter-responsable-grandest.com/fr/acheter-responsable.html>

### **Groupe ONE: « Boost your shop - Clean and circular neighbourhoods »**

**LINK:** <https://boostyourshop.brussels/>

### **HEC Montréal - Collection « Circular Economy »**

**LINK:** <https://portailcoop.hec.ca/in/fr/collections/collection-economie-circulaire>

### **Cooperation Canada: Top Ten Greening Tools for the International Cooperation Sector**

**LINK:** <https://cooperation.ca/top-10-greening-tools-for-the-international-co-operation-sector/>

## 7. Towards a SKI.F.T. Methodology

First results of the screening of existing capacity-building programmes and tools, carried out by SKI.F.T. partners based on desk research show that a majority of the training programmes and tools identified focus very much on the « traditional », individual enterprise.

How to capture the specific characteristics of (small) social economy enterprises – in particular the relational/participatory aspects?

How to better integrate a collective approach – designing and implementing green transition processes (including the construction of local social green value chains) within the enterprise and with its partners/stakeholders?

These are all questions and aspects that should be taken into account when developing and realizing SKI.F.T. advisory and coaching as well as all further activities.

Moreover, it appears vital to well define and cover, by the SKI.F.T. methodology, the specific training needs of (potential) beneficiary micro and small enterprises also in terms of topics.

Regarding thematic priorities for capacity-building, respondents to the SKI.F.T. survey indicated in particular the following:

- Business model in general: Review business model with a view to ecological (and social) sustainability
- Greening purchases: Analyze the market and identify sustainable materials/services and suppliers/Identify possible fields of cooperation with other (social economy) businesses/organisations and other local actors, including also public authorities, when it comes to creating short and sustainable supply chains at local level
- Energy: Technical knowledge regarding specific measures that can be taken to save energy
- Transport: Identify and work with environmentally friendly transport solutions when it comes to the provision of materials/services necessary for the enterprise
- Communication: Communicate the added value of products/services/production processes, etc. of the enterprise to potential partners/customers/consumers

Considering the questions highlighted before, capacity-building needs indicated in responses to the survey, and the specific objectives of the SKI.F.T. project which also include helping micro and small social economy enterprises to rethink their role also in their relationships with other private and public actors and in the creation of local green markets and local value chains, REVES proposes to develop a methodology starting from the following matrix:

	Co-entrepreneurs/Members/Employees/Workers		Suppliers		Customers/users (public)		Customers/users (private)	
	Area(s) of Improvement	Governance/Communication	Area(s) of Improvement	Governance/Communication	Area(s) of Improvement	Governance/Communication	Area(s) of Improvement	Governance/Communication
Quality of the product/service								
Purchase								
Transport								
Energy								
Waste management/Circular Practices								
...								

	(Potential) Private Partners		(Potential) Public Partners		Local Community	
	Area(s) of Improvement	Governance/Communication	Area(s) of Improvement	Governance/Communication	Area(s) of Improvement	Governance/Communication
Quality of the product/service						
Purchase						
Transport						
Energy						
Waste management/Circular Practices						
...						

Social economy enterprises are by their specific principles, values and objectives deeply rooted in territories and local communities. They frequently operate within a complex net of actors in a local community (and beyond) – which is sometimes the point of departure for the enterprise as such. Social economy usually follows a general interest mission and seeks, with its activities, to respond to a multitude of (social) objectives. Even though green transition is not a new topic for a number of social economy actors and social economy has even become a pioneer (for example in the circular



economy field), much still needs to be done to “green” the entirety of practices of social economy enterprises.

An analysis of existing practices and related needs for action (including capacity-building), which would at the same time take a forward-looking perspective towards future activities, should take into account the complexity of relations in which the social economy finds itself and which is/can be its strength. This includes democracy and participation within the enterprise, but also relationships with suppliers and different type of customers, (future) cooperation with other enterprises and actors – be they social economy or not, or interaction with the local community/communities in which it is rooted.

For micro and small social economy enterprises – but not only – cooperation with other (social economy) enterprises can be vital and of added value also when it comes to implementing green transition-related actions in a more efficient way.

The matrix above was thus developed with the objective to provide an analysis grid which is supposed to help gaining an overview on the different aspects and relations a social economy enterprise should/might have to take into consideration when assessing its performance in terms of green transition and planning future actions.

The objective is NOT necessarily to fill in all fields (and in some cases this might even not be possible). Yet, the matrix might be of help when defining the ‘state of the art’ of the green transition-related performance of a social economy enterprise and also help to then identify the specific aspects the enterprise might/wish need to improve.

Social economy enterprises using the grid – and thus also and especially micro and small social economy enterprises which are often facing limited resources also regarding time - might thus decide to focus on one (or several) parts more specifically.

To this end, REVES proposed also to develop each thematic area of the matrix more deeply (i.e. quality of the product/service, purchase, energy waste management, transport, ...) to be also used separately. Here, for each priority and relationship with a specific type of stakeholder, the following elements might be integrated to facilitate the practical use of the grid: a) guiding questions enabling the enterprise to reflect on the state of the art, the envisaged objective in the future and concrete actions to reach the latter; b) good practice examples that might serve as an inspiration, and c) existing tools that might be of help for the development and implementation of actions.

In the discussion, partners agreed to add, in the matrix, the category “other drivers or not of development”. Moreover, for the break-down by/into thematic area they suggested to add, next to a reference to available tools, also possible expertise partners (an example provided here by the Danish partner is a public authority which is known for its expertise regarding socially and environmentally responsible procurement). Partners also considered it interesting to envisage a use of the matrix and methodology that would inspire also micro and small social economy enterprises

to finally also use ESG. Considering the major challenge of micro and small social economy enterprises concerning time and human resources, all partners highlighted the importance of the user-friendliness of the tool and flexibility in terms of time invested in its application.

Several project partners proposed to organize short test advisory sessions based on the proposed matrix.

## 8. Presentation of Training materials

For the inaugural Transnational Meeting in Copenhagen-the focus was directed towards the crucial and time-intensive process of conceptualization and construction of a SKI.F.T. methodology (see the training materials below). Partners took the occasion to present and further build on their specific expertise regarding work with micro and small social economy enterprises and possible obstacles that might be met in practice during the provision of advice and mentoring. From this peer-learning-based technique of capacity-building the consortium members then developed further competences as regards the application of an appropriate methodology, on one hand, and set up of the following project activities, on the other.

In essence, the depth of the partners' transfer of competencies (capacity-building)enriched their collective understanding but also the project's approach and subsequent actions by each member of the consortium. This collaborative process underscores the consortium's commitment to fostering effective support mechanisms for micro and small social economy enterprises through a well-informed and methodologically sound framework.

The Copenhagen first transnational capacity-building seminar was followed by the first online transnational capacity-building seminar (T2.5) , which partners decided to organize in two editions (20 February and 11 March). This way, in particular with the additional second edition organized on 11 March (see report attached), the consortium created an additional occasion for more detailed knowledge-sharing and capacity-building through further spill-over of competences between experts from the partner organisations andcontributions from several external experts and stakeholder enterprises building on the results of discussions in Copenhagen. All partner organisations had to be present (and were present) during both meetings.

## Annex

- Presentations/Learning materials
- Survey – questionnaires
- Survey – results by partner country
- Report of the second (additional) edition of the First Online Transnational Capacity-Building Seminar
- Screening of existing competence development schemes – provisional results

# SKI.F.T.

## SKILLS FOR TRANSITION- INCREASING THE IMPACT OF SMALL SOCIAL ECONOMY ENTERPRISES

SMP- COSME- 2022 - SEE  
Proposal number: 101126777



### SURVEY

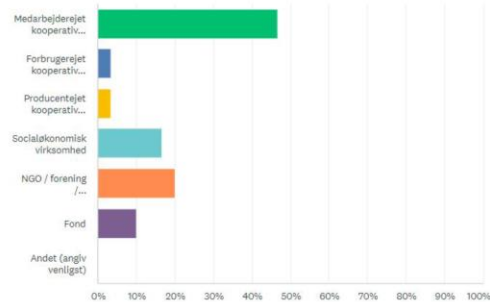


Sp.5

Tilpas Gem som

Hvilken af følgende kategorier beskriver jeres virksomhed bedst?

Besværet: 30 Sprunget over: 0



SVARVALG	BESVARELSER	
Medarbejderet kooperativ (demokratisk) virksomhed	46,67 %	14
Forbrugerejet kooperativ (demokratisk) virksomhed	3,33 %	1
Producentet kooperativ (demokratisk) virksomhed	3,33 %	1
Socialøkonomisk virksomhed	16,67 %	5
NGO / forening / civilsamfundsorganisation	20,00 %	6
Fond	10,00 %	3
Andet (angiv venligst)	Besvarelser 0,00 %	0
I ALT		30

## Screening of existing capacity-building programmes and tools (I)



### Type of providers/organisers:

- Consultancies/Other type of private enterprises
- Business development agencies
- Universities
- (European) Networks/Associations
- Social Economy-related actors (rather a minority...)

### Target groups:

- any kind of enterprises (majority)
- small enterprises (a few)
- public authorities
- social economy (some)

### Type of support:

- training courses/webinars
- guidelines
- (online) self-assessment tools
- good practices, ...

### Topics dealt with:

- Review of the Business Model in general
- Impact assessment: Societal balance sheet/Environmental Impact Audit (focusing on the different aspects of green transition or specific such as carbon footprint)
- addressing specific topics: transport/logistics, energy, waste management, circular practices in general, technologies...
- access to finance
- networking/finding partners, ...
- communication

## Screening of existing capacity-building programmes and tools (II)



A majority of the training programmes and tools screened focus very much on the « traditional », individual enterprise.

How to capture the specific characteristics of (small) social economy enterprises – in particular the relational/participatory aspects?

How to better integrate a collective approach – designing and implementing green transition processes (including the construction of local social green value chains) within the enterprise and with its partners/stakeholders?

## Screening of existing capacity-building programmes and tools (II)

### Examples



Economy for the Common Good: Common Good Matrix 5.0/Balance Sheet 5.0

<https://www.ecogood.org/apply-ecg/common-good-matrix/>

ANEL: Diagnosis tool - SDG 7 Affordable and Clean Energy and SDG 12 Responsible Consumption and Production

Grand-Est Region: Fiches Achats Responsables

<https://www.acheter-responsable-grandest.com/fr/acheter-responsable.html>

Groupe ONE: « Boost your shop - Clean and circular neighbourhoods »

<https://boostyourshop.brussels/>

HEC Montréal:

Collection « Circular Economy »

<https://portailcoop.hec.ca/in/fr/collections/collection-economie-circulaire>

Cooperation Canada: Top Ten Greening Tools for the International Cooperation Sector

<https://cooperation.ca/top-10-greening-tools-for-the-international-co-operation-sector/>

## Training needs (survey)

### Priorities of respondents



Business model in general:

- Review business model with a view to ecological (and social) sustainability

Greening purchases:

- Analyze the market and identify sustainable materials/services and suppliers
- Identify possible fields of cooperation with other (social economy) businesses/organisations and other local actors, including also public authorities, when it comes to creating short and sustainable supply chains at local level

Energy:

- Technical knowledge regarding specific measures that can be taken to save energy

Transport:

- Identify and work with environmentally friendly transport solutions when it comes to the provision of materials/services necessary for the enterprise

Communication:

- Communicate the added value of products/services/production processes, etc. of the enterprise to potential partners/customers/consumers



## Work on a SKI.F.T. methodology



Reminder Grant Agreement/Description of the Action:

The SKI.F.T. project has the objective to enable small and micro community-based social economy enterprises to

- a) develop sustainable business models, based also on new technologies as enablers,
- b) rethink their role also in their relationships with other private and public actors and in the creation of local green markets and local value chains and
- c) communicate their efforts more effectively.

	Co-entrepreneurs/Members/Employees/Workers		Suppliers		Customers/users (public)		Customers/users (private)	
	Area(s) of Improvement	Governance/Communication	Area(s) of Improvement	Governance/Communication	Area(s) of Improvement	Governance/Communication	Area(s) of Improvement	Governance/Communication
Quality of the product/service								
Purchase								
Transport								
Energy								
Waste management/Circular Practices								
...								

	(Potential) Private Partners		(Potential) Public Partners		Local Community	
	Area(s) of Improvement	Governance/Communication	Area(s) of Improvement	Governance/Communication	Area(s) of Improvement	Governance Communication
Quality of the product/service						
Purchase						
Transport						
Energy						
Waste management/Circular Practices						
...						

### Waste management/Circular Practices

	Co-entrepreneurs/Cooperators/ Members	Employees	Suppliers	Public Customers	Private Customers
Areas for Improvement					
Governance/Participation	Guiding questions	Guiding questions	Guiding questions	Guiding questions	Guiding questions
Communication	Guiding questions/Good Practice	Guiding questions/Good Practice	Guiding questions/Good Practice	Guiding questions/Good Practice	Guiding questions/Good Practice
Tools/Expertise partners	<a href="https://portailcoop.hec.ca/in/fr/collections/collection-economie-circulaire">https://portailcoop.hec.ca/in/fr/collections/collection-economie-circulaire</a>	<a href="https://portailcoop.hec.ca/in/fr/collections/collection-economie-circulaire">https://portailcoop.hec.ca/in/fr/collections/collection-economie-circulaire</a>	<a href="https://www.acheter-responsable-grandest.com/fr/acheter-responsable.html">https://www.acheter-responsable-grandest.com/fr/acheter-responsable.html</a>		
	(Potential) private partners		(Potential) public partners		Local community
Areas for Improvement					
Governance/Participation	Guiding questions		Guiding questions		Guiding questions
Communication	Guiding questions/Good Practice		Guiding questions/Good Practice		Guiding questions/Good Practice
Tools/Expertise partners	<a href="https://boostyourshop.brussels/">https://boostyourshop.brussels/</a>		- Municipality of Roskilde		



## **SKI.F.T. – Skills for Transition – Increasing the Impact of Micro and Small Social Economy Enterprises**

### **Survey (Task 2.1)**

#### **Green Transition – Capacity-building and training needs of micro and small social economy enterprises**

This survey , realized in the framework of the transnational “SKI.F.T.” initiative, aims to identify concrete capacity-building and training needs – **in relation to green transition** – in particular of micro and small social economy enterprises and organisations.

Capacity-building and training needs related to "greening" activities involve equipping individuals, organizations, and communities with the knowledge, skills, and resources necessary to implement environmentally sustainable practices.

Hereafter, when talking about “greening the activities of an enterprise/organisation” we mean “making the activities of the enterprise/organization more environmentally sustainable”. Greening may relate to different dimensions: production processes, the final product or service of the enterprise/organization, purchase practices and related supply chains, etc.

Based on the results of the survey, specific advisory and coaching services will be developed.

**More information: (insert partner contact?)**

Name of your enterprise/organisation:

Country:

Contact e-mail address:

Website of your enterprise/organisation or social media profile:

When was your enterprise/organisation founded?

Which is the main sector of activity of your enterprise/organization – which type of cooperative/enterprise does your organization belong to?

How many employees does your enterprise/organisation have?

- ☐ up to 4 employees
- ☐ 5-10 employees
- ☐ 10 to 20 employees
- ☐ 20 to 30 employees
- ☐ 30 to 49 employees

What is approximately the annual turnover of your enterprise/organisation?

- ☐ 20 000 – 50 000 EUR
- ☐ 50 000 – 100 000 EUR
- ☐ 100 000 – 1 million EUR
- ☐ 1 million – 5 million EUR
- ☐ 5 million – 10 million EUR
- ☐ 10 million – 25 million EUR
- ☐ 25 million – 50 million EUR

Do you consider that your enterprise/organisation is already engaged in green transition processes?

- ☐ Yes
- ☐ To a certain extent
- ☐ No

Please explain shortly:

### **Green transition-related capacity-building and training needs**

Capacity-building and training needs related to "greening" activities involve equipping individuals, organizations, and communities with the knowledge, skills, and resources necessary to implement environmentally sustainable practices.

Please indicate under the following questions where you perceive for yourself and/or other persons in your enterprise/organization – whatever their function and position - main capacity-building and training needs with regard to a “greening” of the activities of your enterprise/organisation.

**1. Greening purchase of materials and services (working with sustainable suppliers of sustainable materials and services) and promotion of local short supply chains**

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organisation (please select the 3 most relevant answers):

- ☐ Increasing our capacity to better estimate the value of materials, beyond their monetary value
- ☐ Increasing our capacity to screen the market and identify sustainable materials/services and suppliers
- ☐ Increasing our capacity to identify possible fields of cooperation with other (social economy) enterprises/organisations and other local actors when it comes to creating local short supply and sustainable chains
- ☐ Increasing our capacity to dialogue with local policy-makers and administration when it comes to the promotion of local short and sustainable supply chains
- ☐ Increasing our capacity to *contribute to* and *benefit from* research and development, for example through a cooperation with universities

☐ Other                      Please specify:

**2. Optimising sources and use of energy (including energy efficiency of buildings)**

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please select the 3 most relevant answers):

- ☐ Increasing our capacity to assess possibilities to save energy/Energy efficiency auditing
- ☐ Increasing technical knowledge regarding the specific measures that can be taken to save energy

- ☐ Increasing the capacity of our enterprise/organization to identify and work with renewable energy providers
- ☐ Increasing the capacity to assess possibilities for our enterprise/organization to take part in the generation of renewable energy (e.g. by joining or co-creating an energy community, by joining and/or co-creating energy-sharing initiatives...)
- ☐ Increasing the capacity and technical knowledge of our enterprise/organization to launch ourselves specific renewable energy projects (e.g. installing solar panels, co-creating an energy community, ...)
- ☐ Increasing our capacity to identify possible fields of cooperation with other (social economy) enterprises/organisations and other local actors with regard to activities that could improve the transition to renewable energy use
- ☐ Other                      Please specify:

### 3. Greening Transport and Mobility

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organisation:

- ☐ Increasing our capacity to identify and work with green transport solutions when it comes to the supply of materials/services needed for our activity
- ☐ Increasing our capacity to carry out sustainable transport mapping and planning with our co-workers and employees
- ☐ Other                      Please specify:

**4. Greening waste management** - Training programs can teach individuals and businesses how to reduce waste, increase reuse/recycling rates, and implement effective waste management practices.

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

- ☐ Increasing knowledge about more efficient waste management practices (including waste reduction and reuse/recycling)
- ☐ Increasing the capacity of our enterprise/organization to analyse existing patterns of waste management (including waste reduction and reuse/recycling) in the enterprise/organisation
- ☐ Increase the capacity of our enterprise/organization to apply new processes and tools for effective waste management practices (including waste reduction and reuse/recycling)
- ☐ Other                      Please specify:

## **5. Developing digital infrastructure accelerating green transition**

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please select the 3 most relevant answers):

- ☐ Increasing our capacity to identify digital tools that could help our enterprise/organization to become more environmentally sustainable
- ☐ Increasing our capacity to (install and) use digital tools that could help our enterprise/organization to become more environmentally sustainable
- ☐ Increasing our capacity to use digital tools that would improve data collection and analysis
- ☐ Other                      Please specify:

## **6. Communication/"Marketing" of the green and social added value and creation of partnerships**

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please select the 3 most relevant answers):

- ☐ Increasing the capacity of our (communication and marketing staff) to identify and formulate the green and social added value of our enterprise/organisation
- ☐ Improving communication flows between communication/marketing and other departments/persons in the enterprise/organization

☐ Increasing the capacity of the enterprise/organization to evaluate and review communication and marketing strategies

☐ Increase the capacity of the enterprise/organization to map potential partners/clients/consumers (including those with similar visions and values regarding environmental and social impact)

☐ Increase the capacity of the enterprise/organisation to communicate the added value of its products/services/production processes etc. to potential partners/clients/consumers

☐ Increase the capacity of the enterprise/organization to set up partnerships with other private actors to raise the visibility of its social and environmental added value

☐ Other

Please specify:

## **7. Evaluation and Review of the performance of the enterprise/organization and its business model from a point of view of ecological and social sustainability**

☐ Very important

☐ Important

☐ Less important

☐ Not important

Related training needs in my enterprise/organisation:

☐ Increasing the capacity of our enterprise/organization to (find help to) carry out environmental audits/environmental impact assessment for all its activities and identify&use tools facilitating this

☐ Increasing the capacity of our enterprise/organization to review its business model from a point of view of ecological (and social) sustainability

☐ Other

Please specify:

## **8. Reach-out to public actors (as partners/clients/consumers, including the ability to take part in public procurement)**

☐ Very important

☐ Important

☐ Less important

☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

- ☐ Increase the capacity of the enterprise/organization to map potential public partners/clients/consumers
- ☐ Increase the capacity of the enterprise to communicate the added value of its products/services/production processes etc. to potential public partners/clients/consumers
- ☐ Increase the capacity of the enterprise to take part in public procurement procedures
- ☐ Other                      Please specify:

**9. Identifying and accessing (green) finance supporting green transition/enterprise transformation as well as other support measures/programmes**

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organisation:

- ☐ Increasing knowledge about possible sources of green financing or other public or private support measures/programmes
- ☐ Increasing the capacity to apply for/access sources of green financing or other public or private support measures/programmes
- ☐ Other                      Please specify:

**10. Other very important aspects you would perceive capacity-building and training needs for:**

Please specify:

**11. Have you or other persons in your enterprise/organisation already taken part in capacity-building and training measures on green transition-related topics? If so, please provide hereafter some more information on topic, organizer, etc.: .....**

**12. If you or other persons in your enterprise/organization have never taken part in capacity-building and training on green transition-related topics, could you indicate hereafter the reasons for this?**

- ☐ My enterprise/organization does not have the financial resources to pay capacity-building and training on this topic.
- ☐ Lack of time
- ☐ My enterprise/organization is not very aware of existing capacity-building and training offer.

- ☐ My enterprise/organization is not eligible for existing capacity-building and training measures.
- ☐ My enterprise/organization does not consider this a priority.
- ☐ Other, please specify:



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## **SKI.F.T. – Skills for Transition – Increasing the Impact of Micro and Small Social Economy Enterprises**

### **Survey (Task 2.1)**

#### **Green Transition – Capacity-building and training needs of micro and small social economy enterprises**

This survey, realized in the framework of the transnational “SKI.F.T.” initiative, aims to identify concrete capacity-building and training needs – **in relation to green transition** – in particular of micro and small social economy enterprises and organisations.

Capacity-building and training needs related to "greening" activities involve equipping individuals, organizations, and communities with the knowledge, skills, and resources necessary to implement environmentally sustainable practices.

Hereafter, when talking about “greening the activities of an enterprise/organisation” we mean “making the activities of the enterprise/organization more environmentally sustainable”. Greening may relate to different dimensions: production processes, the final product or service of the enterprise/organization, purchase practices and related supply chains, etc.

Based on the results of the survey, specific advisory and coaching services will be developed.

**More information: (insert partner contact?)**

Name of your enterprise/organisation:

Country:

Contact e-mail address:

Website of your enterprise/organisation or social media profile:

When was your enterprise/organisation founded?

Which is the main sector of activity of your enterprise/organization - which type of cooperative/enterprise does your organization belong to?

How many employees does your enterprise/organisation have?

- ☐ up to 4 employees
- ☐ 5-10 employees
- ☐ 10 to 20 employees
- ☐ 20 to 30 employees
- ☐ 30 to 49 employees

What is approximately the annual turnover of your enterprise/organisation?

- ☐ 20 000 – 50 000 EUR
- ☐ 50 000 – 100 000 EUR
- ☐ 100 000 – 1 million EUR
- ☐ 1 million – 5 million EUR
- ☐ 5 million – 10 million EUR
- ☐ 10 million – 25 million EUR
- ☐ 25 million – 50 million EUR

Do you consider that your enterprise/organisation is already engaged in green transition processes?

- ☐ Yes
- ☐ To a certain extent
- ☐ No

Please explain shortly:

### **Green transition-related capacity-building and training needs**

Capacity-building and training needs related to "greening" activities involve equipping individuals, organizations, and communities with the knowledge, skills, and resources necessary to implement environmentally sustainable practices.

Please indicate under the following questions where you perceive for yourself and/or other persons in your enterprise/organization – whatever their function and position - main capacity-building and training needs with regard to a “greening” of the activities of your enterprise/organisation.

#### **A) Purchase and/or installation of materials, equipment and services needed for the activity of your enterprise/organization and related aspects**

*Please indicate in which field you perceive, for your enterprise/organization, the most important challenges and which kind of competences you would like to strengthen (be as precise as possible):*

**1. Greening purchase of materials and services (working with sustainable suppliers of sustainable materials and services)**

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organisation:

- ☐ Increasing our capacity to better estimate the value of materials, beyond their monetary value
- ☐ Increasing our capacity to screen the market and identify sustainable materials/services and suppliers
- ☐ Other                      Please specify:

**2. Greening energy sources: transitioning from fossil fuels to renewable energy sources**

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

- ☐ Increasing the capacity of our enterprise/organization to identify and work with renewable energy providers
- ☐ Increasing the capacity to assess possibilities for our enterprise/organization to use renewable energy sources (e.g. by installing solar panels, by joining or co-creating an energy community, by joining and/or co-creating energy-sharing initiatives...)
- ☐ Increasing the capacity and technical knowledge of our enterprise/organization to launch ourselves specific renewable energy projects (e.g. installing solar panels, co-creating an energy community, ...)
- ☐ Other                      Please specify:

### 3. Cooperation with other social economy enterprises/organisations and other local actors (e.g. in the creation of local short supply chains)

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

- ☐ Increasing our capacity to identify possible fields of cooperation with other (social economy) enterprises/organisations and other local actors when it comes to creating local short supply and sustainable chains
- ☐ Increasing our capacity to dialogue with local policy-makers and administration when it comes to the promotion of local short and sustainable supply chains
- ☐ Increasing our capacity to *contribute to* and *benefit from* research and development, for example through a cooperation with universities
- ☐ Other                      Please specify:

### B) Process of production and delivery of goods and services

*Please indicate in which field you perceive, for your enterprise/organization, the most important challenges and which kind of competences you would like to strengthen (be as precise as possible):*

**1. Greening characteristics of products/services** - The term "greening characteristics of products/services" refers to the process of making products or services more environmentally friendly or sustainable. It involves incorporating features or attributes that reduce the negative impact on the environment, conserve resources, and promote sustainability.

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organisation:

- ☐ Increasing our capacity to evaluate the environmental impact of our products and services/carry out environmental audits
- ☐ Increasing our capacity to re-design products and services so as to reduce possible negative impact on the environment/carbon footprint etc.
- ☐ Other                      Please specify:

**2. Building process-related partnerships with other social economy enterprises/organisations and other private actors enabling green transition-related improvement of processes**

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

- ☐ Increasing our capacity to identify possible fields of cooperation with other (social economy) enterprises/organisations – also from other sectors - and other local actors in the production process
- ☐ Increasing our capacity to dialogue with local policy-makers and administration when it comes to the promotion of innovation and partnership
- ☐ Increasing our capacity to engage in partnerships with research institutions (e.g. as co-developer and testbed for new products/services/production processes)
- ☐ Other                      Please specify:

**3. Other very important process-related aspects you would perceive training needs for:**

Please specify:

**D) Selling products and services**

*Please indicate in which field you perceive, for your enterprise/organization, the most important challenges and which kind of competences you would like to strengthen (be as precise as possible):*

**1. Communication/"Marketing" of the green and social added value**

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

- ☐ Increasing the capacity of our (communication and marketing staff) to identify and formulate the green and social added value of our enterprise/organisation
- ☐ Improving communication flows between communication/marketing and other departments/persons in the enterprise/organization
- ☐ Increasing the capacity of the enterprise/organization to evaluate and review communication and marketing strategies
- ☐ Other                      Please specify:

## **2. Reach-out to private actors (as partners/clients/consumers)**

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

- ☐ Increase the capacity of the enterprise/organization to map potential partners/clients/consumers (including those with similar visions and values regarding environmental and social impact)
- ☐ Increase the capacity of the enterprise/organisation to communicate the added value of its products/services/production processes etc. to potential partners/clients/consumers
- ☐ Increase the capacity of the enterprise/organization to set up partnerships with other private actors to raise the visibility of its social and environmental added value
- ☐ Other                      Please specify:

## **3. Reach-out to public actors (as partners/clients/consumers, including the ability to take part in public procurement)**

- ☐ Very important

- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

- ☐ Increase the capacity of the enterprise/organization to map potential public partners/clients/consumers
- ☐ Increase the capacity of the enterprise to communicate the added value of its products/services/production processes etc. to potential public partners/clients/consumers
- ☐ Increase the capacity of the enterprise to take part in public procurement procedures
- ☐ Other                      Please specify:

#### **4. Other very important 'sales'-related aspects you would perceive training needs for:**

Please specify:

### **E) Transversal aspects**

Transversal aspects for the green transition are factors that intersect with and influence various aspects of transitioning to a more sustainable and environmentally friendly economy. When planning and implementing green transition, it is essential to take these transversal aspects into account to ensure a holistic and effective approach. Here are some key transversal aspects for the green transition.

*Please indicate in which field you perceive, for your enterprise/organization, the most important challenges and which kind of competences you would like to strengthen (be as precise as possible):*

#### **1. Evaluation and Review of the performance of the enterprise/organization and its business model from a point of view of ecological and social sustainability**

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization:

☐ Increasing the capacity of our enterprise/organization to (find help to) carry out environmental audits/environmental impact assessment (including those related to ESG standards) for all its activities and identify & use tools facilitating this

☐ Increasing the capacity of our enterprise/organization to review its business model from a point of view of ecological (and social) sustainability

☐ Other                      Please specify:

## **2. Related to the previous point: Designing and managing green transition processes in a participatory way (internal management/governance)**

☐ Very important

☐ Important

☐ Less important

☐ Not important

Related training needs in my enterprise/organisation:

☐ Increasing knowledge and know-how regarding internal participatory management processes and tools that might help to better involve and mobilise co-entrepreneurs/workers/employees *in/for* the planning, implementation and evaluation of green transition processes

☐ Increasing the capacity of our organization/enterprise to apply processes and tools helping to better involve and mobilise co-entrepreneurs/workers/employees *in/for* the planning, implementation and evaluation of green transition processes

☐ Other                      Please specify:

## **3. Identifying and accessing (green) finance supporting green transition/enterprise transformation as well as other support measures/programmes**

☐ Very important

☐ Important

☐ Less important

☐ Not important

Related training needs in my enterprise/organisation:

☐ Increasing knowledge about possible sources of green financing or other public or private support measures/programmes

☐ Increasing the capacity to apply for/access sources of green financing or other public or private support measures/programmes



☐ Other

Please specify:

#### **4. Developing digital infrastructure accelerating green transition**

☐ Very important

☐ Important

☐ Less important

☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

☐ Increasing our capacity to identify digital tools that could help our enterprise/organization to become more environmentally sustainable

☐ Increasing our capacity to (install and) use digital tools that could help our enterprise/organization to become more environmentally sustainable

☐ Increasing our capacity to use digital tools that would improve data collection and analysis

☐ Other

Please specify:

#### **5. Saving Energy and greening infrastructure**

☐ Very important

☐ Important

☐ Less important

☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

☐ Increasing our capacity to assess possibilities to save energy/Energy efficiency auditing

☐ Increasing technical knowledge regarding the specific measures that can be taken to save energy

☐ Increasing our capacity to identify possible fields of cooperation with other (social economy) enterprises/organisations and other local actors with regard to activities that could improve the transition to renewable energy use

☐ Other

Please specify:

#### **6. Greening Transport and Mobility**

☐ Very important

- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organisation:

- ☐ Increasing our capacity to identify and work with green transport solutions when it comes to the supply of materials/services needed for our activity
- ☐ Increasing our capacity to carry out sustainable transport mapping and planning with our co-workers and employees
- ☐ Other                      Please specify:

**7. Greening waste management** - Training programs can teach individuals and businesses how to reduce waste, increase reuse/recycling rates, and implement effective waste management practices.

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

- ☐ Increasing knowledge about more efficient waste management practices (including waste reduction and reuse/recycling)
- ☐ Increasing the capacity of our enterprise/organization to analyse existing patterns of waste management (including waste reduction and reuse/recycling) in the enterprise/organisation
- ☐ Increase the capacity of our enterprise/organization to apply new processes and tools for effective waste management practices (including waste reduction and reuse/recycling)
- ☐ Other                      Please specify:

## **8. Optimising water management**

Enterprises can make an important contribution to tackling challenges such as water scarcity and water pollution. Training programmes may convey relevant knowledge and know-how.

- ☐ Very important
- ☐ Important

- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

- ☐ Increasing knowledge about more efficient water management practices (including use of water, generation of waste water and diminishing related risks of water pollution, reuse of water...)
- ☐ Increasing the capacity of our enterprise/organization to analyse existing patterns of water management (including use of water, generation of waste water and related risks of water pollution, reuse of water...)
- ☐ Increase the capacity of our enterprise/organization to apply new processes and tools for effective water management practices ((including use of water, generation of waste water and diminishing related risks of water pollution, reuse of water...)
- ☐ Other                      Please specify:

**9. Cooperation with policy-makers and public authorities more in general (including cooperation on the policy-framework –linked, for example, to the promotion of short supply chains and social economy) –** Dialogue with policy-makers is important in order to help the latter creating the right framework conditions for green transition also of social economy enterprises/organisations.

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

- ☐ Increasing knowledge of relevant policy-makers/public actors at local, regional, national and European level, existing places and opportunities of dialogue and relevant legislation
- ☐ Improving knowledge and application of tools enabling our enterprise/organization to engage in a dialogue with policy-makers/public authorities
- ☐ Improving the ability of our enterprise/organization to join forces with other (social economy) enterprises/organisations in order to engage in dialogue with policy-makers/public authorities
- ☐ Other                      Please specify:

## **10. Interacting with local communities**

Social economy enterprises are most often rooted in local communities, have with their activities *a direct impact on and try to respond to the needs of* the latter. Local communities are in many cases direct beneficiaries of products and services of the enterprise. At the same time, they can help shaping the context and conditions in which social economy enterprises operate. They can be a source of inspiration and innovation. They can help mobilising resources. All these aspects are particularly relevant also for green transition processes.

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organisation:

- ☐ Improving the capacity of the enterprise/organization to identify different stakeholders (persons/organisations influenced in a direct or indirect way by the activities of the enterprise).
- ☐ Improving processes and tools to involve (parts of) the local community in the planning, implementation and/or evaluation of green transition processes of the enterprise/organization.
- ☐ Other                      Please specify:

**11. Awareness-raising/communication (inside and outside the enterprise/organization – not specifically consumer-oriented)** - Training in effective climate communication can help enterprises/organisations convey complex environmental issues to the public and decision-makers.

- ☐ Very important
- ☐ Important
- ☐ Less important
- ☐ Not important

Related training needs in my enterprise/organization (please indicate the 3 most relevant answers):

- ☐ Acquiring (better) knowledge on the concept of climate communication and related tools
- ☐ Increasing the capacity to apply tools related to climate communication
- ☐ Improving the capacity to evaluate and better use climate communication tools that are already applied in the enterprise/organization
- ☐ Other                      Please specify:

**12. Other very important aspects you would perceive capacity-building and training needs for:**

Please specify:

**13. Have you or other persons in your enterprise/organisation already taken part in capacity-building and training measures on green transition-related topics? If so, please provide hereafter some more information on topic, organizer, etc.:**

**14. If you or other persons in your enterprise/organization have never taken part in capacity-building and training on green transition-related topics, could you indicate hereafter the reasons for this?**

- ☐ My enterprise/organization does not have the financial resources to pay capacity-building and training on this topic.
- ☐ Lack of time
- ☐ My enterprise/organization is not very aware of existing capacity-building and training offer.
- ☐ My enterprise/organization is not eligible for existing capacity-building and training measures.
- ☐ My enterprise/organization does not consider this a priority.
- ☐ Other, please specify:



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# SKI.F.T. - Skills for Transition - Increasing the Impact of Small Social Economy Enterprises

## Task 2.1 Survey

### Findings from Poland (collected by FISE)

#### Number of social economy enterprises contacted and their profile:

Approximately 300 enterprises

Profile – Industrial and service cooperatives (such as workers coops), social cooperatives, associations, coop associations, associations for social economy enterprises (apex organizations), social economy support centres (request for dissemination to SEE), Regional Centres of Social Policy (ROPS, also request for dissemination to SEE).

#### Number of social economy enterprises that responded:

14 respondents (update from 30.11.2023)

**Profile:** from different regions of Poland (Mazovia, Silesia, Greater Poland, Lesser Poland, Sub-Carpathian region). For other characteristics please see table below:

Type	Sector	Number of employees	Turnover
Workers coop	Production of heating components	20-30	> 1 million euro
Workers coop	wholesale and retail trade activity	5-10	70 000 – 1 million euro
Social coop	Vegan food services	20-30	70 000 – 1 million euro
Social coop	Video production, photography	5-10	20 000 – 50 000 euro
Workers coop	Dental care	20-30	70 000 – 1 million euro
Workers coop	Education, training	5-10	70 000 – 1 million euro
Coop	services for NGOs - administrative and accounting services	>4	20 000 – 50 000 euro
Social coop	Food services/catering	30-49	> 1 million euro
Social coop	Social services	10-20	70 000 – 1 million euro
Social coop	Food services/catering/ social reintegration for people with disabilities	30-49	70 000 – 1 million euro



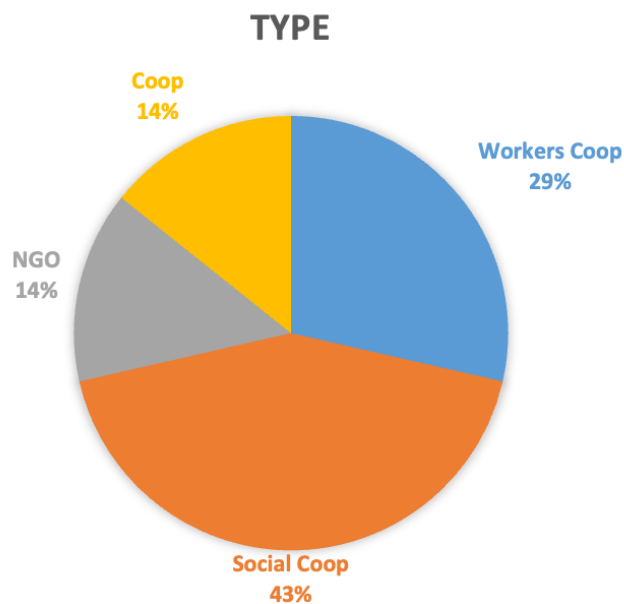
Co-funded by  
the European Union

Association	social and professional integration activities	>4	50 000 – 70 000 euro
Association for Social Cooperatives	Social economy activities	30-49	70 000 – 1 million euro
Social Coop	Daycare and education	5-10	70 000 – 1 million euro
Coop	Sales of eco-sustainable food	10-20	70 000 – 1 million euro

All are in fact industrial and service coops

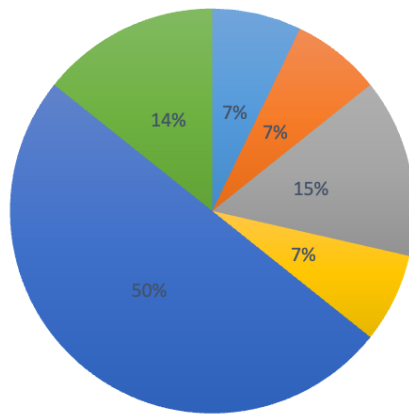
6 mikro SEEs

8 medium SEEs



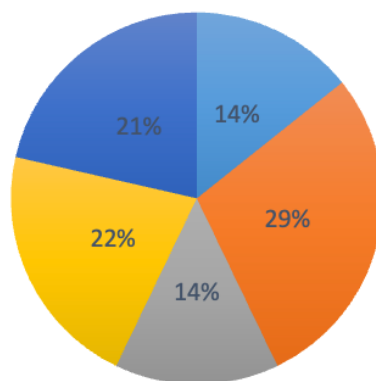
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### Time of establishment



■ more than 60 years ■ more than 50 years ■ more than 30 years  
■ more than 20 years ■ more than 10 years ■ less than 10 years

### Number of employees



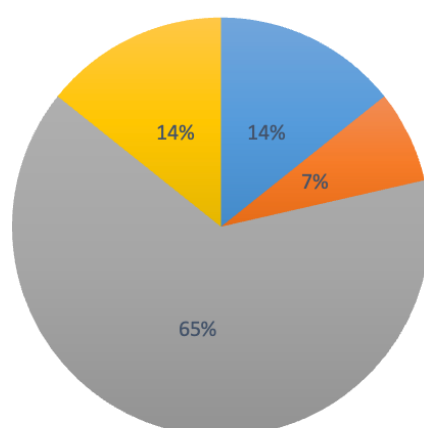
■ less than 4 employees ■ 5-10 employees ■ 10-20 employees  
■ 20-30 employees ■ 30-49 employees



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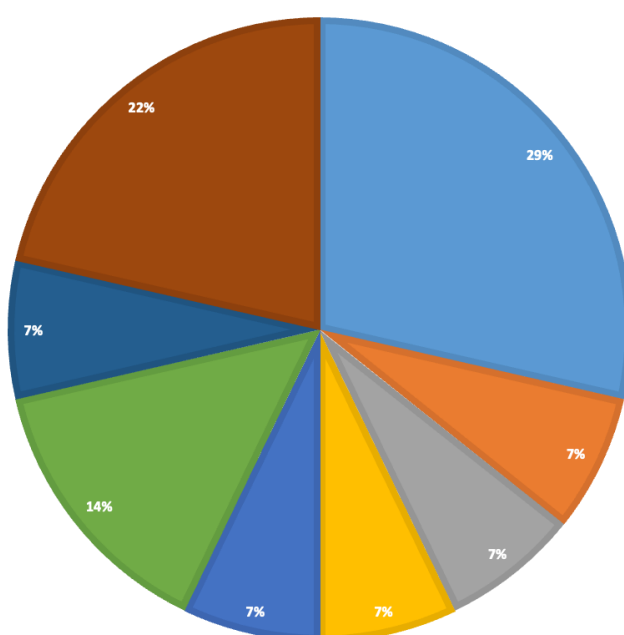
## Turnover



■ 20 000 – 50 000 euro ■ 50 000 – 70 000 euro ■ 70 000 – 1 million euro ■ > 1 million euro

## SECTOR

■ Food services or catering ■ Wholesale and retail trade activity  
 ■ Video production, photography ■ Dental care  
 ■ Administrative and accounting services for NGOs ■ Education - training / daycare  
 ■ Production of heating components ■ Social services



Answers for the question: Do you consider that your enterprise/organisation is already engaged in green transition processes?

YES	43%
To a certain extent	43%
NO	14%

How 14 SEEs perceived each of fields according to green transition-related capacity-building and training needs



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Field	Very important	Important	Less important	Not important
Greening purchase of materials and services (working with sustainable suppliers of sustainable materials and services) and promotion of local short supply chains	36%	36%	28%	0%
Optimising sources and use of energy (including energy efficiency of buildings)	14,3%	71,4%	14,3%	0%
Greening Transport and Mobility	28,6%	42,9%	28,6%	0%
Greening waste management	57%	29%	14%	0%
Developing digital infrastructure accelerating green transition	43%	36%	21%	0%
Communication/"Marketing" of the green and social added value and creation of partnerships	29%	64%	7%	0%
Evaluation and Review of the performance of the enterprise/organization and its business model from a point of view of ecological and social sustainability	29%	64%	7%	0%
Reach-out to public actors (as partners/clients/consumers, including the ability to take part in public procurement)	28%	36%	36%	0%
Identifying and accessing (green) finance supporting green transition/enterprise transformation as well as other support measures/programmes	57%	29%	14%	0%

A short overview of the answers provided (aggregated data):

Most of the SEE that responded to the survey claim that they have already engaged in green transformation or do it to some degree. Just one SEE claims that they do nothing in that field because they don't have knowledge on how to apply for support.

SEE which are engaged in green transformation implement vegan diet, photovoltaics, heat pump, more modern and more energy-efficient equipment, recycling or using the biodegradable packaging



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or glass and ceramics; their employees commute mainly by bicycle and public transport to work. One of them is supporting other SEE in developing green competences.

SEE which are engaged to some degree use: photovoltaics, less harmful substances, less power, less waste, more recycling.

Greening purchase of materials and services and promotion of local short supply chains is very important or important for most of SEE. Basically, most respondents find it important.

When we look at the answers given by SEE about training needs in that field:

The majority indicated trainings dedicated to:

- cooperation with other (social economy) enterprises/organizations and other local actors when it comes to creating local short supply and sustainable chains,
- capacity to screen the market and identify sustainable materials/services and suppliers,
- capacity to better estimate the value of materials, beyond their monetary value.

One of them, which also gave the answer “hard to describe”, left an interesting comment that they are in dialogue with local government, use local short supply and sustainable chains, cooperate with 6 universities, create coalition with other SEEs and screen the market.

Observations regarding links between the type/profile of the enterprise and specific training needs:

Optimizing resources and use of energy (including energy efficiency of buildings) is important or very important for majority SEE.

Most of SEE choose as a priority “Increasing our capacity to assess possibilities to save energy/Energy efficiency auditing”, “Increasing the capacity of our enterprise/organization to identify and work with renewable energy providers”, “Increasing technical knowledge regarding the specific measures that can be taken to save energy”.

One SEE chose all the possible answers and the other SEE responded – “it’s hard to say” because staff rather won’t participate in such training activities. I also don’t see any immediate impact that those training activities could have on our cooperative business.

Greening Transport and Mobility is important or very important for most SEE and for two workers coop is less important. Most of SEE need a training about “Increasing our capacity to identify and work with green transport solutions when it comes to the supply of materials/services needed for our activity”. One social coop commented that is important to know how to co-finance buying means of transport powered by renewables.

Greening waste management is important or very important for most SEE. They need a training about “Increasing knowledge about more efficient waste management practices (including waste reduction and reuse/recycling)”.

Developing digital infrastructure accelerating green transition is important or very important for the majority of SEE. Most of them selected the need: Increasing our capacity to identify digital tools that could help our enterprise/organization to become more environmentally sustainable. There are different needs due to the type of SEE – most of the workers coop selected that need: Increasing our capacity to use digital tools that would improve data collection and analysis. c Comment of one SEE, which gave other opinion: We are not convinced that digitalization and digital tools are environmentally sustainable.



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Communication/“Marketing” of the green and social added value and creation of partnerships was important or very important for most of SEE.

Evaluation and Review of the performance of the enterprise/organization (for example, cooperative audits) and its business model from a point of view of ecological and social sustainability is **important or very important for significant majority of SEE.**

Outreach to public actors (as partners/clients/consumers, including the ability to take part in public procurement) is important or very important for most of SEE, but in comparison to other questions, we get the biggest ‘less important’ number of answers.

“Identifying and accessing (green) finance supporting green transition/enterprise transformation as well as other support measures/programmes” in comparison to other answers collected **significant number of ‘very important’ answer of majority of SEE.**

The majority of SEE haven’t taken part in capacity-building and training measures on green transition-related topics. **The most common reason was lack of time or finance to pay for the training.**

Everything seems to be cost related/saving money seems to hide behind some, if not, most of the above-mentioned answers – is the motivation right or wrong, it’s hard to say and judge...



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## Sp. 1 Hvad er virksomhedens navn?

Besvaret: 33    Sprunget over: 0

## Sp. 2 Dine oplysninger

Besvaret: 33    Sprunget over: 0

SVARMULIGHEDER	BESVARELSER	
Fornavn	100.00%	33
Efternavn	100.00%	33
	0.00%	0
Titel	100.00%	33
	0.00%	0

## Sp. 3 E-mail

Besvaret: 33    Sprunget over: 0

SVARMULIGHEDER	BESVARELSER	
E-mailadresse	100.00%	33

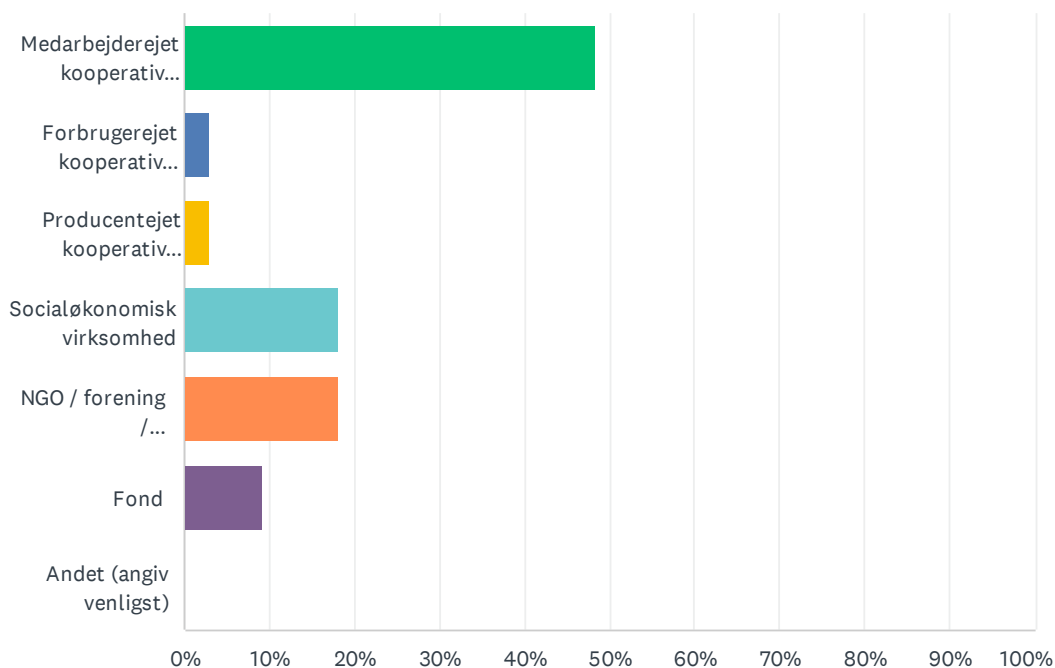
## Sp. 4 Hvornår blev jeres virksomhed grundlagt?

Besvaret: 32    Sprunget over: 1



## Sp. 5 Hvilken af følgende kategorier beskriver jeres virksomhed bedst?

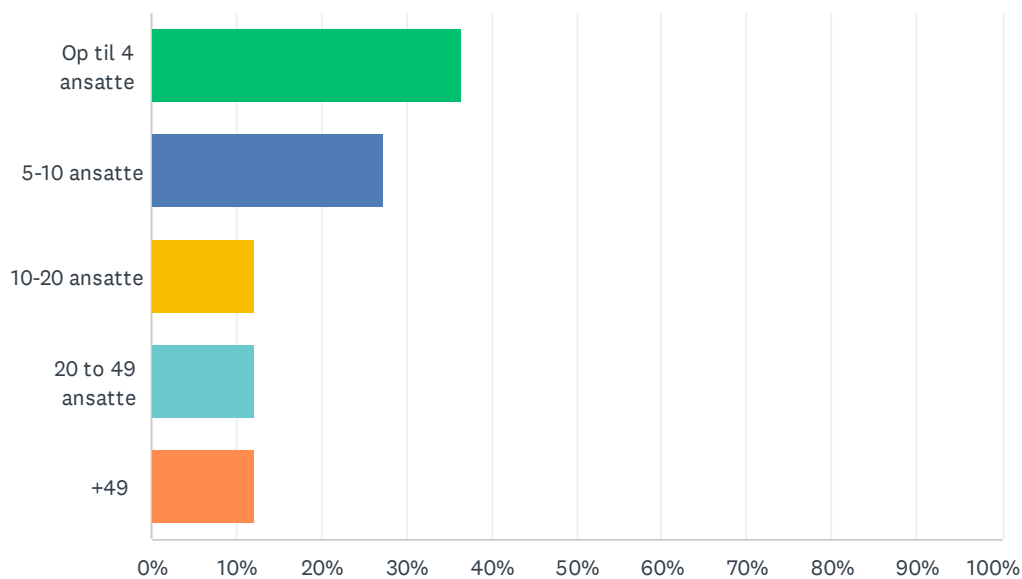
Besvaret: 33 Sprunget over: 0



SVARMULIGHEDER	BESVARELSER	
Medarbejderejet kooperativ (demokratisk) virksomhed	48.48%	16
Forbrugerejet kooperativ (demokratisk) virksomhed	3.03%	1
Producentejt kooperativ (demokratisk) virksomhed	3.03%	1
Socialøkonomisk virksomhed	18.18%	6
NGO / forening / civilsamfundsorganisation	18.18%	6
Fond	9.09%	3
Andet (angiv venligst)	0.00%	0
I ALT		33

## Sp. 6 Hvor mange ansatte har virksomheden?

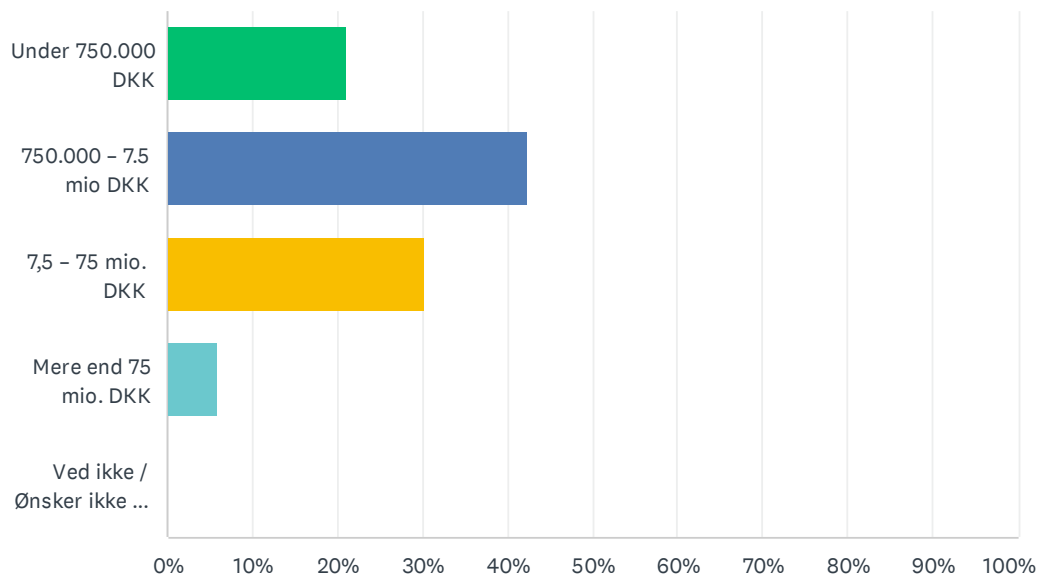
Besvaret: 33 Sprunget over: 0



SVARMULIGHEDER	BESVARELSER	
Op til 4 ansatte	36.36%	12
5-10 ansatte	27.27%	9
10-20 ansatte	12.12%	4
20 to 49 ansatte	12.12%	4
+49	12.12%	4
I ALT		33

## Sp. 7 Hvad er ca. den årlige omsætning?

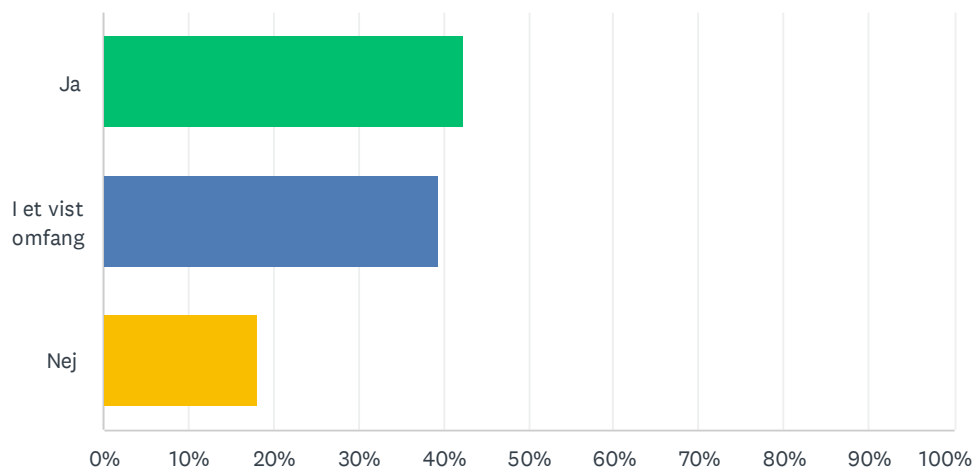
Besvaret: 33 Sprunget over: 0



SVARMULIGHEDER	BESVARELSER	
Under 750.000 DKK	21.21%	7
750.000 – 7.5 mio DKK	42.42%	14
7,5 – 75 mio. DKK	30.30%	10
Mere end 75 mio. DKK	6.06%	2
Ved ikke / Ønsker ikke at besvare	0.00%	0
I ALT		33

## Sp. 8 Har jeres virksomhed allerede igangsat aktiviteter og processer rettet mod den grønne omstilling (dvs. at styrke virksomhedens miljømæssige bæredygtighed og reducere dens klimabelastning)?

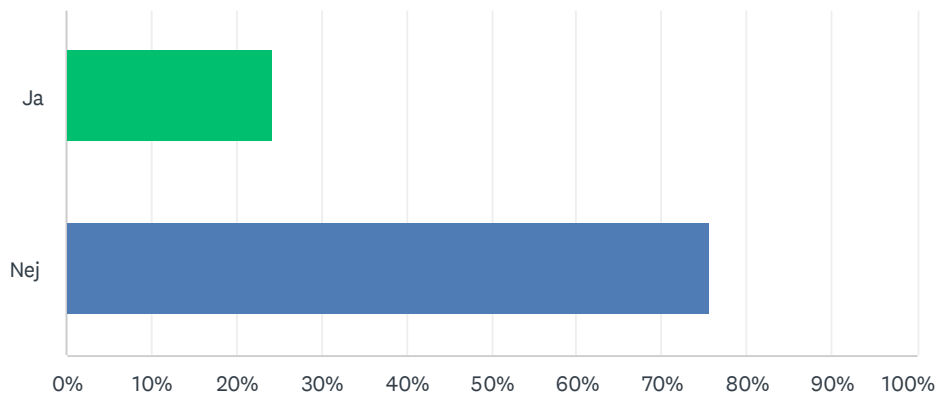
Besvaret: 33 Sprunget over: 0



SVARMULIGHEDER	BESVARELSER	
Ja	42.42%	14
I et vist omfang	39.39%	13
Nej	18.18%	6
I ALT		33

## Sp. 9 Har jeres virksomhed allerede deltaget i støtteprogrammer fx at udvikle jeres ressourcer, viden og kompetencer i forhold til den grønne omstilling?

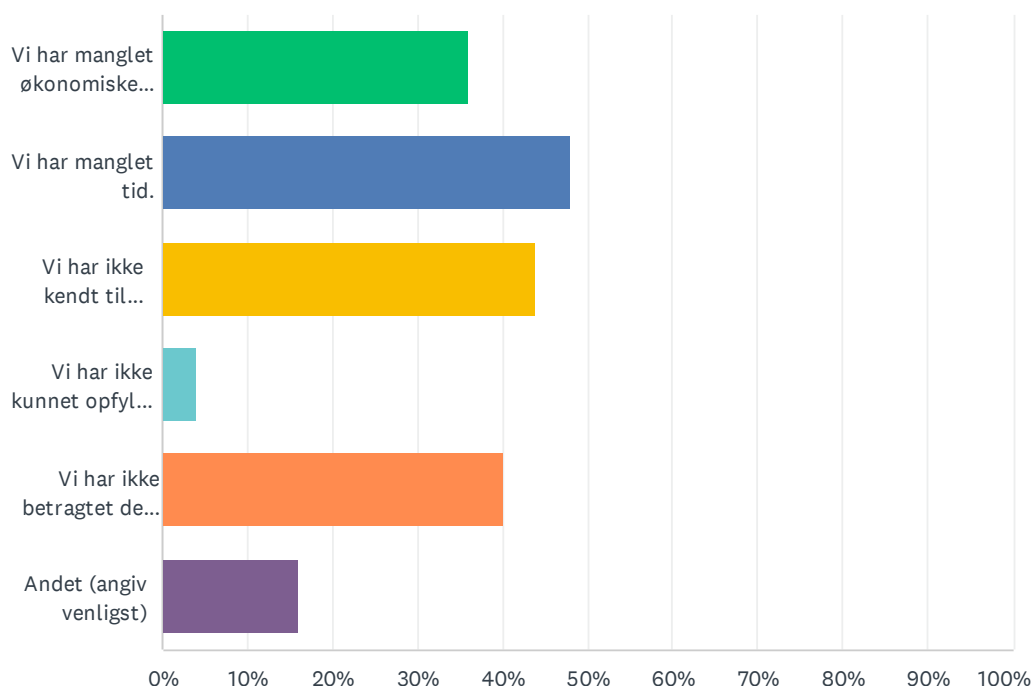
Besvaret: 33 Sprunget over: 0



SVARMULIGHEDER	BESVARELSER	
Ja	24.24%	8
Nej	75.76%	25
I ALT		33

## Sp. 10 Af hvilke grunde, har I endnu ikke deltaget i grønne kompetencetiltag?

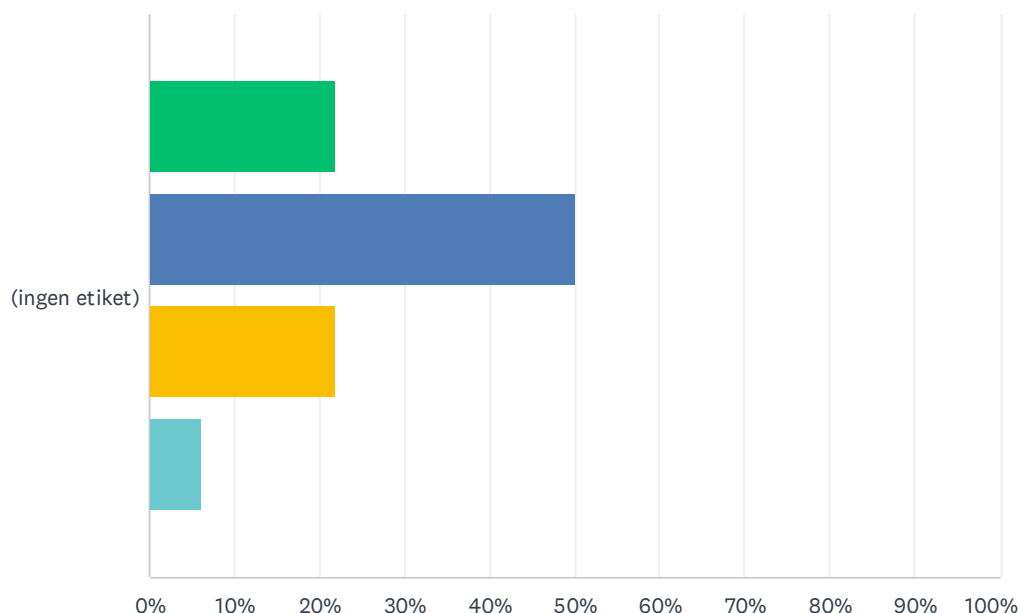
Besvaret: 25 Sprunget over: 8



SVARMULIGHEDER	BESVARELSER	
Vi har manglet økonomiske ressourcer til at finansiere kapacitetsopbygning og kompetencetiltag indenfor grøn omstilling.	36.00%	9
Vi har manglet tid.	48.00%	12
Vi har ikke kendt til relevante kapacitetsopbygning og kompetencetilbud.	44.00%	11
Vi har ikke kunnet opfylde kriterier for eksisterende kapacitetsopbygnings- og kompetencetiltag.	4.00%	1
Vi har ikke betragtet det som en prioritet	40.00%	10
Andet (angiv venligst)	16.00%	4
Respondenter i alt: 25		

Sp. 11 På hvilke områder ser du behov for at styrke viden, kompetencer og ressourcer i jeres virksomhed? Område 1/9: Styrke bæredygtigheden i jeres virksomheds egne indkøb af materialer, udstyr og tjenester (fx fremme lokale forsyningskæder og samarbejder)?

Besvaret: 32 Sprunget over: 1

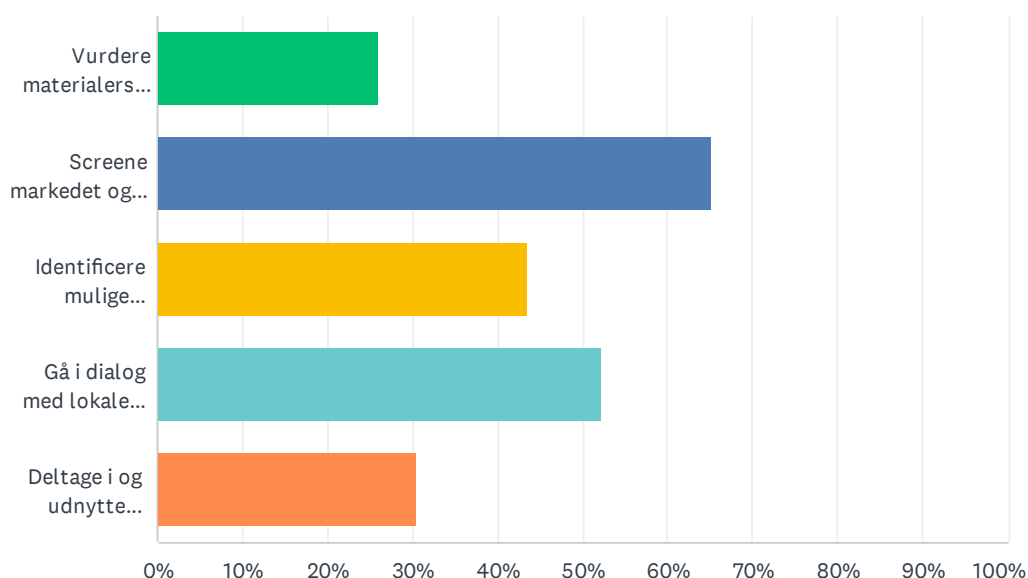


Meget vigti... Vigtigt at s... Mindre vigti... Ikke vigtigt ...

	MEGET VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	MINDRE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	IKKE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	I ALT	VÆGTET GENNEMSIT
(ingen etiket)	21.88% 7	50.00% 16	21.88% 7	6.25% 2	32	2.13

Sp. 12 Du har vurderet det som "vigtigt", eller "meget vigtigt" at styrke jeres virksomheds ressourcer, viden og kompetencer ift.: At styrke bæredygtigheden i virksomhedens egne indkøb af materialer, udstyr og tjenester (fx fremme lokale forsyningskæder og samarbejder) Sæt gerne kryds, hvor du ser et konkret udviklingsbehov i jeres virksomhed:

Besvaret: 23 Sprunget over: 10

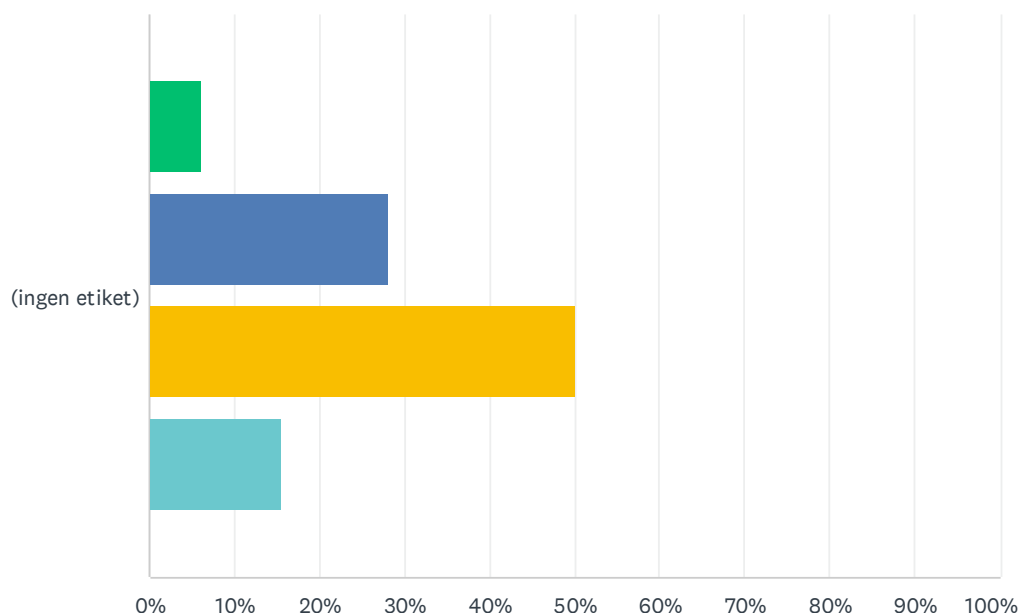


SVARMULIGHEDER	BESVARELSER	
Vurdere materialers værdi ud over blot deres økonomiske værdi.	26.09%	6
Screene markedet og identificere bæredygtige materialer/tjenester og leverandører.	65.22%	15
Identificere mulige samarbejdsområder med andre demokratiske virksomheder/organisationer og lokale aktører, med henblik på at skabe lokale og bæredygtige forsyningskæder.	43.48%	10
Gå i dialog med lokale myndigheder og beslutningstagere med henblik på at fremme bæredygtige lokale forsyningskæder.	52.17%	12
Deltage i og udnytte forskning og udvikling, herunder potentielle samarbejder med universiteter.	30.43%	7
Respondenter i alt: 23		



Sp. 13 På hvilke områder ser du behov for at styrke viden, kompetencer og ressourcer i jeres virksomhed? Område 2/9: Bæredygtige energikilder og effektivt energiforbrug i jeres virksomhed (fx vedvarende energiproduktion og energieffektive bygninger)?

Besvaret: 32 Sprunget over: 1

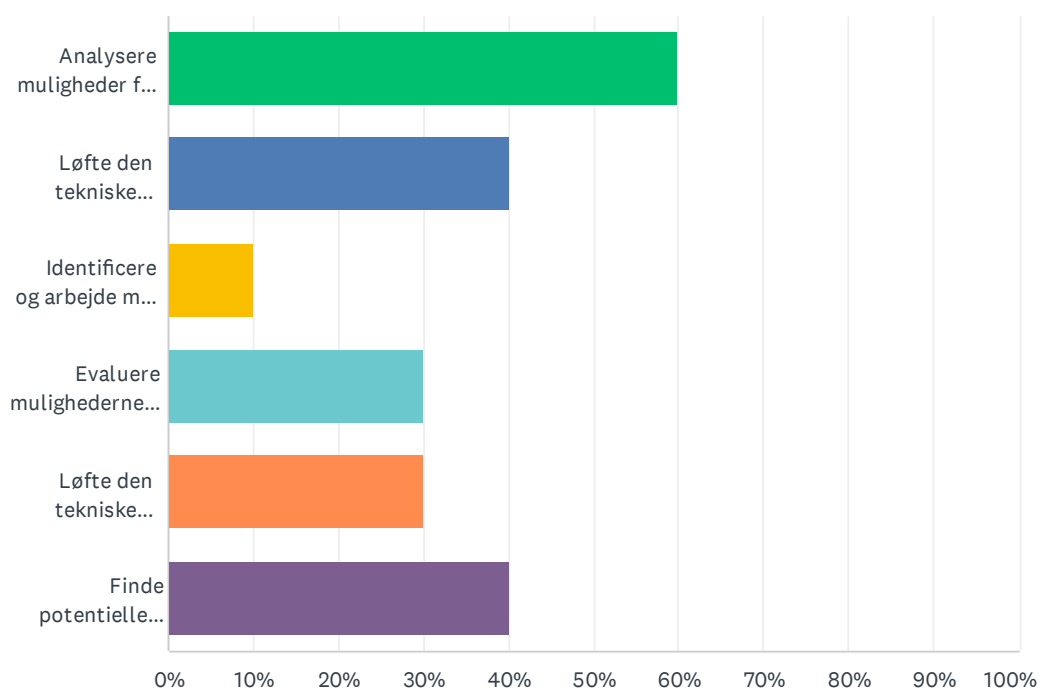


Meget vigti... Vigtigt at s... Mindre vigti... Ikke vigtigt ...

	MEGET VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	MINDRE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	IKKE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	I ALT	VÆGTET GENNEMSIT
(ingen etiket)	6.25% 2	28.13% 9	50.00% 16	15.63% 5	32	2.75

Sp. 14 Du har vurderet det som "vigtigt", eller "meget vigtigt" at styrke jeres virksomheds ressourcer, viden og kompetencer ift.: Bæredygtige energikilder og effektivt energiforbrug (fx vedvarende energiproduktion og energieffektive bygninger). Sæt gerne kryds ved de af områderne nedenfor, hvor I ser et konkret udviklingsbehov i jeres virksomhed:

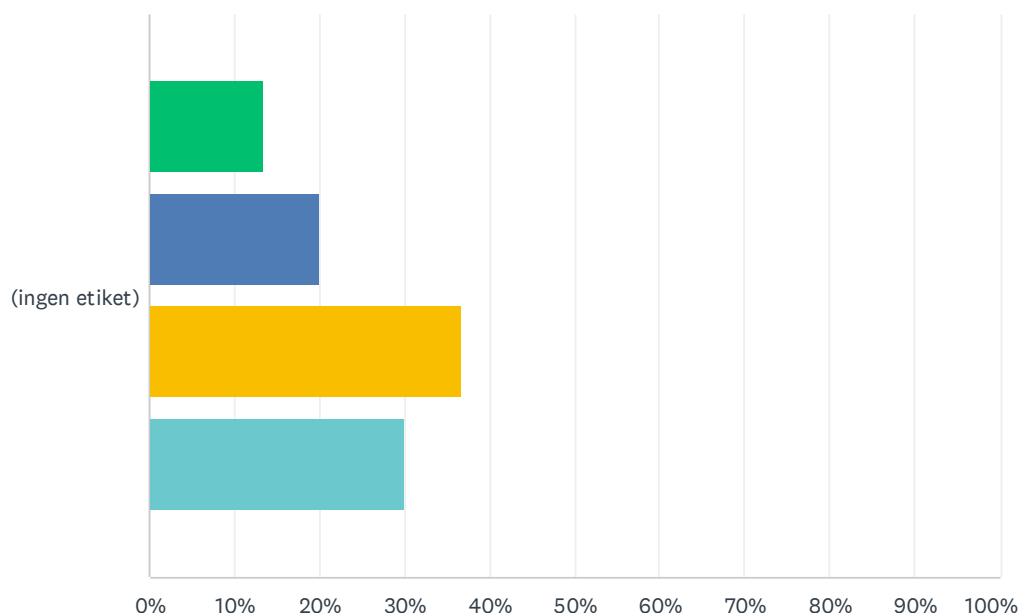
Besvaret: 10 Sprunget over: 23



SVARMULIGHEDER	BESVARELSER	
Analysere muligheder for energibesparelser gennem en revision af energieffektiviteten.	60.00%	6
Løfte den tekniske ekspertise inden for specifikke energibesparende initiativer.	40.00%	4
Identificere og arbejde med vedvarende energileverandører.	10.00%	1
Evaluere mulighederne for produktion af vedvarende energi, herunder muligheder for at deltage i eller samarbejde med energifællesskaber og energidelingsinitiativer.	30.00%	3
Løfte den tekniske ekspertise til at igangsætte konkrete vedvarende energiprojekter, såsom installation af solpaneler eller etablering af energifællesskaber.	30.00%	3
Finde potentielle samarbejds muligheder med andre virksomheder/organisationer samt lokale aktører, med hensyn til aktiviteter, der fremmer omstillingen til vedvarende energi.	40.00%	4
Respondenter i alt: 10		

Sp. 15 På hvilke områder ser du behov for at styrke viden, kompetencer og ressourcer i jeres virksomhed? Område 3/9: Bæredygtig transport i jeres virksomhed (fx miljøvenlige logistikløsninger, samkørsel, elbiler mv.)?

Besvaret: 30 Sprunget over: 3

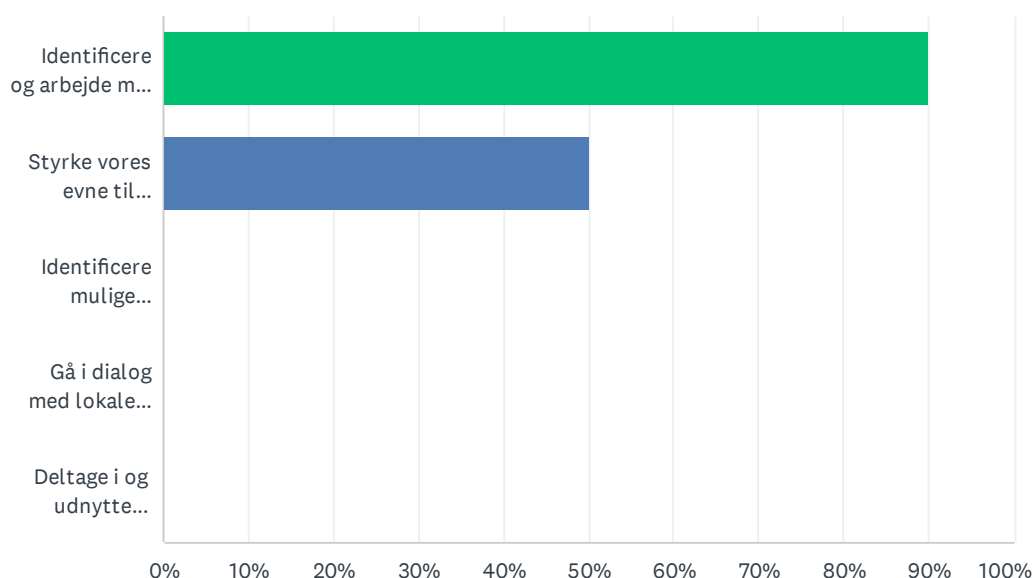


Meget vigti... Vigtigt at s... Mindre vigti... Ikke vigtigt ...

	MEGET VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	MINDRE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	IKKE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	I ALT	VÆGTET GENNEMSNI
(ingen etiket)	13.33% 4	20.00% 6	36.67% 11	30.00% 9	30	2.83

Sp. 16 Du har vurderet det som "vigtigt", eller "meget vigtigt" at styrke jeres virksomheds ressourcer, viden og kompetencer ift.: Bæredygtig transport (fx miljøvenlige logistikløsninger, samkørsel, elbiler mv.) Sæt gerne kryds ved de af områderne nedenfor, hvor I ser et konkret udviklingsbehov i jeres virksomhed:

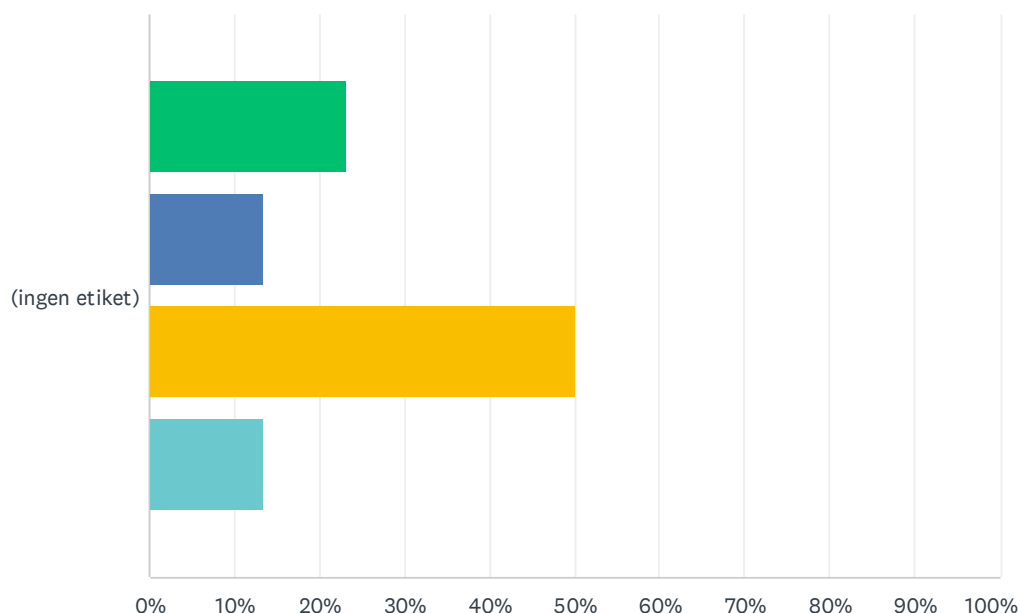
Besvaret: 10 Sprunget over: 23



SVARMULIGHEDER	BESVARELSER	
Identificere og arbejde med grønne transportløsninger	90.00%	9
Styrke vores evne til transportplanlægning/samkørsel med kolleger og medarbejdere.	50.00%	5
Identificere mulige samarbejdsområder med andre demokratiske virksomheder/organisationer og lokale aktører, med henblik på at skabe lokale og bæredygtige forsyningskæder.	0.00%	0
Gå i dialog med lokale myndigheder og beslutningstagere med henblik på at fremme bæredygtige lokale forsyningskæder.	0.00%	0
Deltage i og udnytte forskning og udvikling, herunder potentielle samarbejder med universiteter.	0.00%	0
Respondenter i alt: 10		

Sp. 17 På hvilke områder ser du behov for at styrke viden, kompetencer og ressourcer i jeres virksomhed? Område 4/9: Bæredygtig affaldshåndtering i jeres virksomhed (fx affaldssortering, genanvendelse, cirkulær økonomi)?

Besvaret: 30 Sprunget over: 3

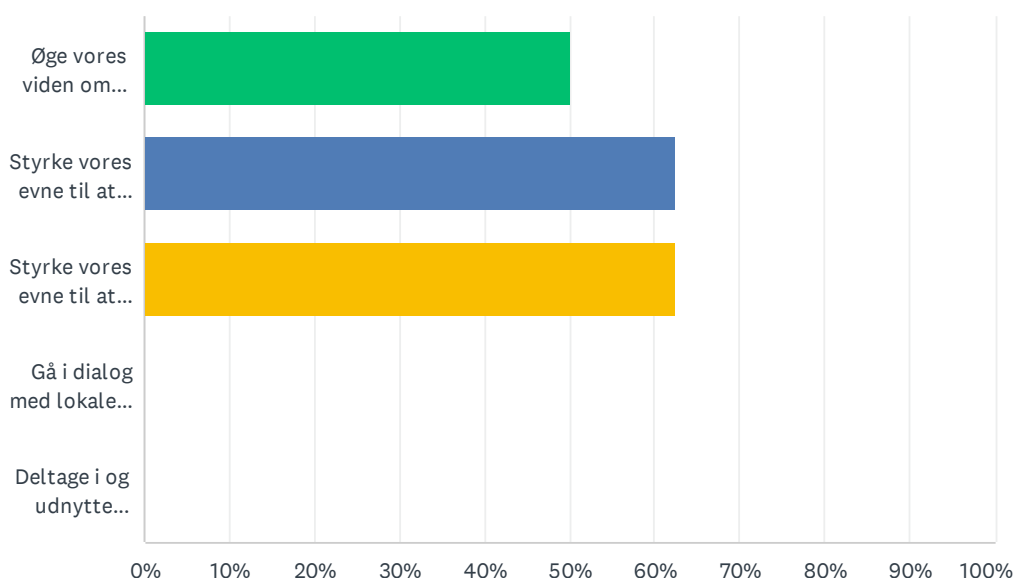


Meget vigti... Vigtigt at s... Mindre vigti... Ikke vigtigt ...

	MEGET VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	MINDRE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	IKKE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	I ALT	VÆGTET GENNEMSIT
(ingen etiket)	23.33% 7	13.33% 4	50.00% 15	13.33% 4	30	2.53

Sp. 18 Du har vurderet det som "vigtigt", eller "meget vigtigt" at styrke jeres virksomheds ressourcer, viden og kompetencer ift.: Bæredygtig affaldshåndtering (fx affaldssortering, genanvendelse, cirkulær økonomi) Sæt gerne kryds ved de af områderne nedenfor, hvor I ser et konkret udviklingsbehov i jeres virksomhed:

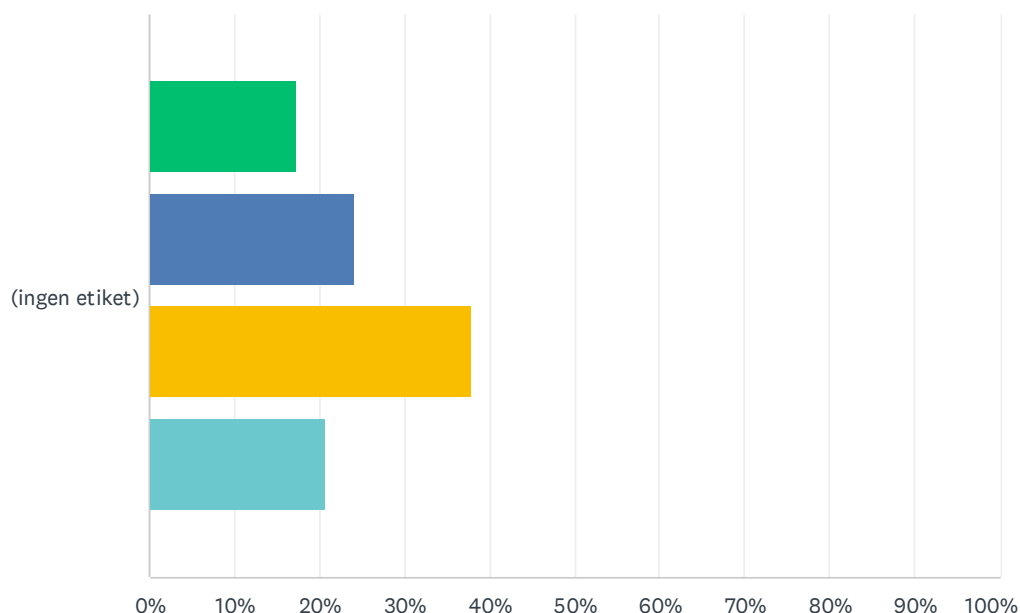
Besvaret: 8 Sprunget over: 25



SVARMULIGHEDER	BESVARELSER	
Øge vores viden om effektiv affaldshåndtering (affaldsreduktion og genbrug/genanvendelse).	50.00%	4
Styrke vores evne til at undersøge og analysere eksisterende mønstre for affaldshåndtering (affaldsreduktion og genbrug/genanvendelse).	62.50%	5
Styrke vores evne til at implementere nye metoder og værktøjer til affaldshåndtering.	62.50%	5
Gå i dialog med lokale myndigheder og beslutningstagere med henblik på at fremme bæredygtige lokale forsyningskæder.	0.00%	0
Deltage i og udnytte forskning og udvikling, herunder potentielle samarbejder med universiteter.	0.00%	0
Respondenter i alt: 8		

Sp. 19 På hvilke områder ser du behov for at styrke viden, kompetencer og ressourcer i jeres virksomhed? Område 5/9: Udvikling/anvendelse af grønne digitale løsninger i jeres virksomhed (fx software, energistyring, datahåndtering, maskinlæring)?

Besvaret: 29 Sprunget over: 4

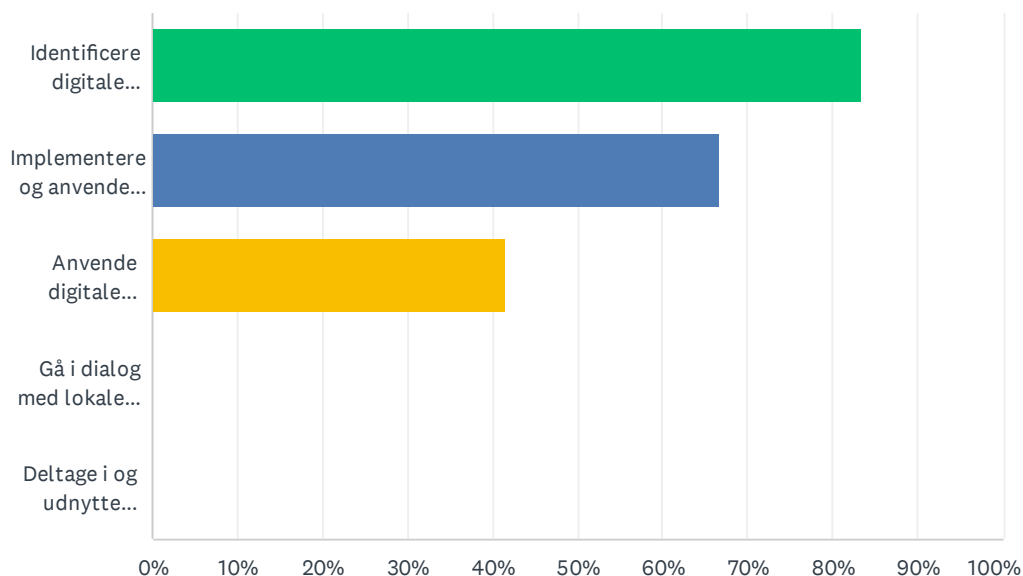


Meget vigti... Vigtigt at s... Mindre vigti... Ikke vigtigt ...

	MEGET VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	MINDRE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	IKKE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	I ALT	VÆGTET GENNEMSIT
(ingen etiket)	17.24% 5	24.14% 7	37.93% 11	20.69% 6	29	2.62

Sp. 20 Du har vurderet det som "vigtigt", eller "meget vigtigt" at styrke jeres virksomheds ressourcer, viden og kompetencer ift.: Udvikling/anvendelse af grønne digitale løsninger (fx software, energistyring, datahåndtering, maskinlæring) Sæt gerne kryds ved de af områderne nedenfor, hvor du ser et konkret udviklingsbehov i jeres virksomhed:

Besvaret: 12 Sprunget over: 21

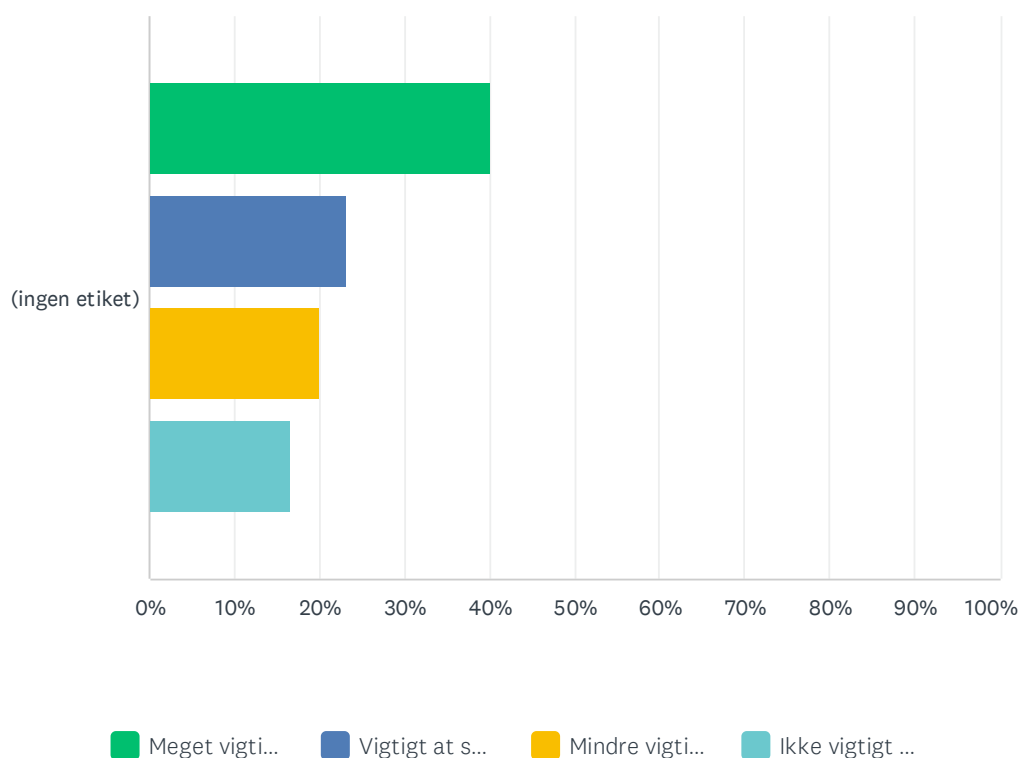


SVARMULIGHEDER	BESVARELSER	
Identificere digitale værktøjer, der kan hjælpe os med at blive mere miljømæssigt bæredygtige.	83.33%	10
Implementere og anvende digitale værktøjer med henblik på at blive mere miljømæssigt bæredygtige.	66.67%	8
Anvende digitale værktøjer, som vil forbedre dataindsamling og analyser.	41.67%	5
Gå i dialog med lokale myndigheder og beslutningstagere med henblik på at fremme bæredygtige lokale forsyningskæder.	0.00%	0
Deltage i og udnytte forskning og udvikling, herunder potentielle samarbejder med universiteter.	0.00%	0
Respondenter i alt: 12		



Sp. 21 På hvilke områder ser du behov for at styrke viden, kompetencer og ressourcer i jeres virksomhed? Område 6/9: Dokumentation og kommunikation af jeres virksomheds grønne resultater (fx certificering, beregning af klimaaftryk, markedsføring, dokumentation til vigtige kunder mv.)?

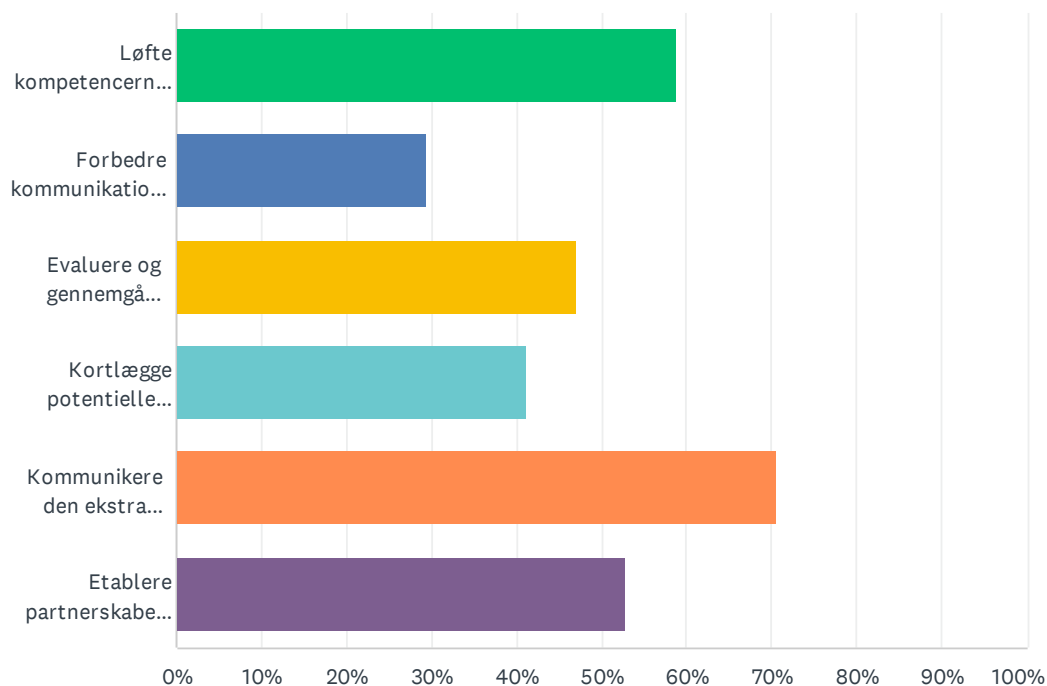
Besvaret: 30 Sprunget over: 3



	MEGET VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	MINDRE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	IKKE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	I ALT	VÆGTET GENNEMSIT
(ingen etiket)	40.00% 12	23.33% 7	20.00% 6	16.67% 5	30	2.13

Sp. 22 Du har vurderet det som "vigtigt", eller "meget vigtigt" at styrke jeres virksomheds ressourcer, viden og kompetencer ift.: Dokumentation og kommunikation af virksomhedens grønne resultater (fx certificering, beregning af klimaaftryk, markedsføring, dokumentation til vigtige kunder mv. )Sæt gerne kryds ved de af områderne nedenfor, hvor I ser et konkret udviklingsbehov i jeres virksomhed:

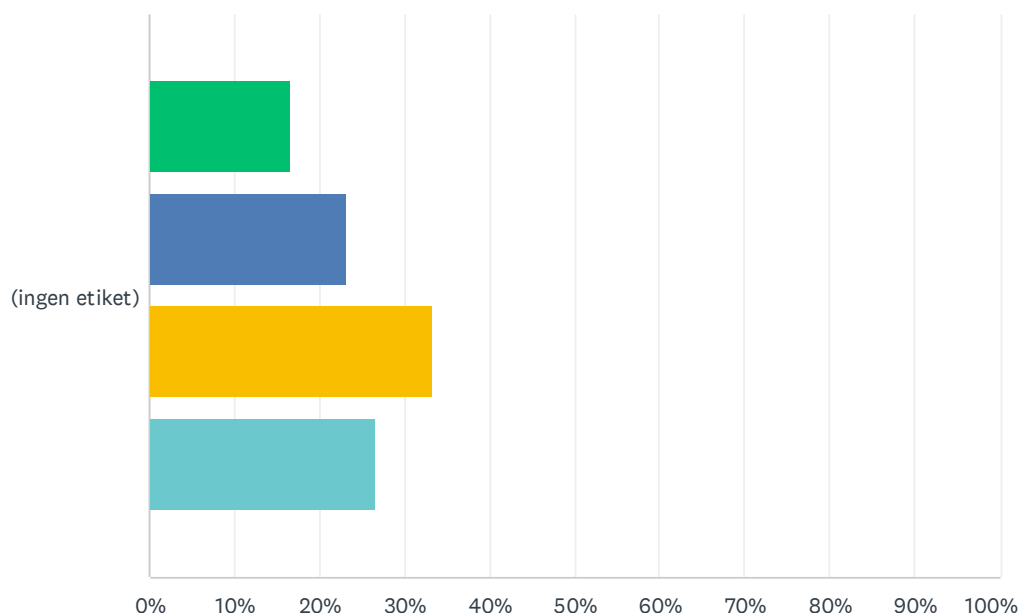
Besvaret: 17 Sprunget over: 16



SVARMULIGHEDER	BESVARELSER	
Løfte kompetencerne hos kommunikations- og markedsføringsmedarbejdere til at identificere og beskrive miljømæssig og social værdiskabelse.	58.82%	10
Forbedre kommunikationen mellem kommunikation/marketing og andre afdelinger/medarbejdere.	29.41%	5
Evaluere og gennemgå kommunikations- og marketingstrategier.	47.06%	8
Kortlægge potentielle partnere/kunder/forbrugere - inklusive dem med lignende visioner og værdier vedrørende miljømæssige og sociale påvirkninger.	41.18%	7
Kommunikere den ekstra værdiskabelse af produkter/tjenester/produktionsprocesser mv. til potentielle partnere/kunder/forbrugere.	70.59%	12
Etablere partnerskaber med andre aktører for at øge synligheden af social og miljømæssig værdiskabelse.	52.94%	9
Respondenter i alt: 17		

Sp. 23 På hvilke områder ser du behov for at styrke viden, kompetencer og ressourcer i jeres virksomhed? Område 7/9: Grundlæggende evaluering og genovervejelse af jeres virksomhed og dens forretningsmodel ud fra et klima- og bæredygtighedsperspektiv?

Besvaret: 30 Sprunget over: 3

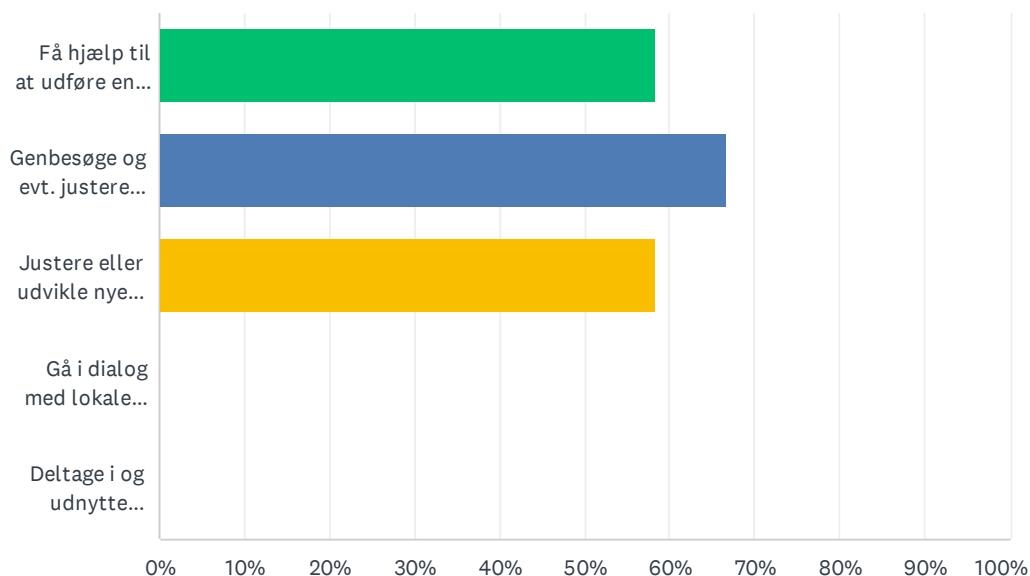


Meget vigti... Vigtigt at s... Mindre vigti... Ikke vigtigt ...

	MEGET VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	MINDRE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	IKKE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	I ALT	VÆGTET GENNEMSIT
(ingen etiket)	16.67% 5	23.33% 7	33.33% 10	26.67% 8	30	2.70

Sp. 24 Du har vurderet det som "vigtigt", eller "meget vigtigt" at styrke jeres virksomheds ressourcer, viden og kompetencer ift.: Grundlæggende evaluering og genovervejelse af virksomhedens og dens forretningsmodel ud fra et klima- og bæredygtighedsperspektiv. Sæt gerne kryds ved de af områderne nedenfor, hvor I ser et konkret udviklingsbehov i jeres virksomhed:

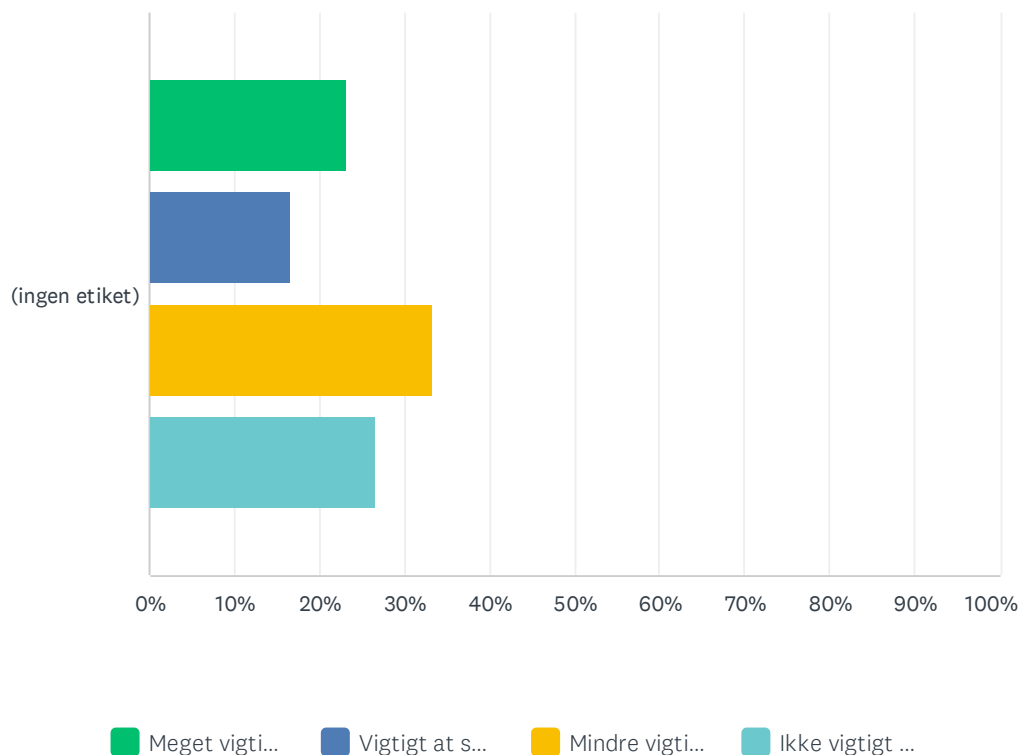
Besvaret: 12 Sprunget over: 21



SVARMULIGHEDER	BESVARELSER	
Få hjælp til at udføre en klima- og miljøevaluering og vurdering af klima- og miljøpåvirkningen af aktiviteter samt identificere og bruge værktøjer, der kan facilitere dette.	58.33%	7
Genbesøge og evt. justere forretningsmodellen ud fra et miljø og socialt bæredygtigt perspektiv.	66.67%	8
Justere eller udvikle nye produkter ud fra et miljø og bæredygtigt perspektiv.	58.33%	7
Gå i dialog med lokale myndigheder og beslutningstagere med henblik på at fremme bæredygtige lokale forsyningskæder.	0.00%	0
Deltage i og udnytte forskning og udvikling, herunder potentielle samarbejder med universiteter.	0.00%	0
Respondenter i alt: 12		

## Sp. 25 På hvilke områder ser du behov for at styrke viden, kompetencer og ressourcer i jeres virksomhed? Område 8/9: Jeres virksomheds samarbejde med og salg til offentlige aktører?

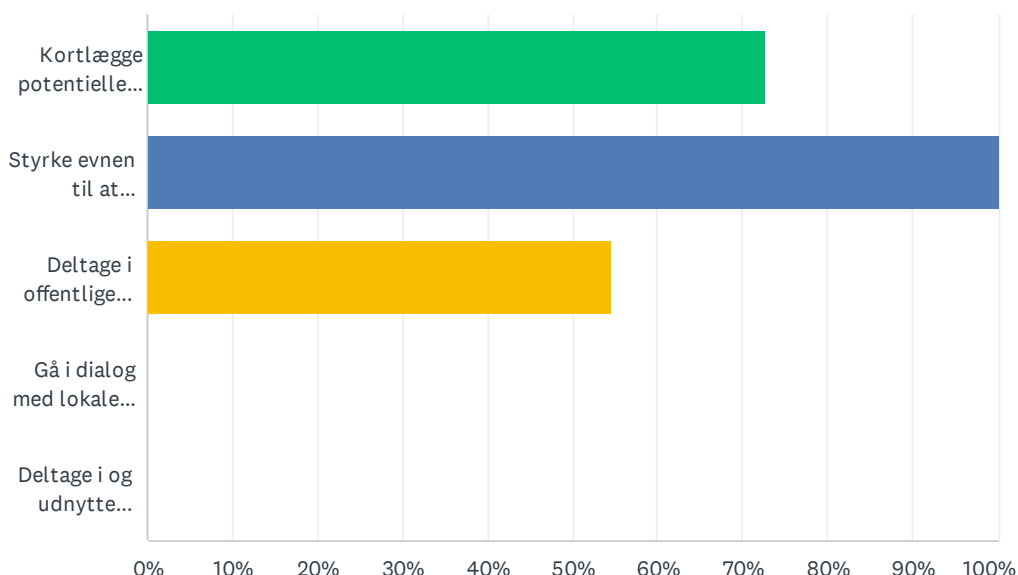
Besvaret: 30 Sprunget over: 3



	MEGET VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	MINDRE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	IKKE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	I ALT	VÆGTET GENNEMSIT
(ingen etiket)	23.33% 7	16.67% 5	33.33% 10	26.67% 8	30	2.63

Sp. 26 Du har vurderet det som "vigtigt", eller "meget vigtigt" at styrke jeres virksomheds ressourcer, viden og kompetencer ift.: Samarbejde med og salg til offentlige aktører Sæt gerne kryds ved de af områderne nedenfor, hvor du ser et konkret udviklingsbehov i jeres virksomhed:

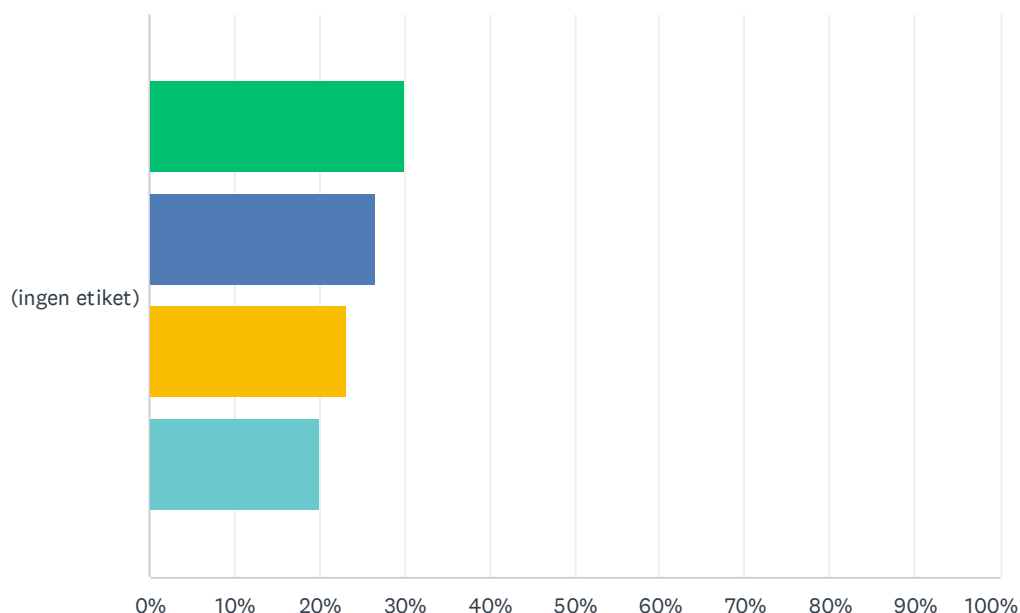
Besvaret: 11 Sprunget over: 22



SVARMULIGHEDER	BESVARELSER	
Kortlægge potentielle offentlige samarbejdspartnere/kunder/forbrugere.	72.73%	8
Styrke evnen til at kommunikere/dokumentere ekstra værdiskabelse af produkter/tjenester/produktionsprocesser osv. til potentielle offentlige partnere/kunder/forbrugere.	100.00%	11
Deltage i offentlige indkøbsprocesser.	54.55%	6
Gå i dialog med lokale myndigheder og beslutningstagere med henblik på at fremme bæredygtige lokale forsyningskæder.	0.00%	0
Deltage i og udnytte forskning og udvikling, herunder potentielle samarbejder med universiteter.	0.00%	0
Respondenter i alt: 11		

Sp. 27 På hvilke områder ser du behov for at styrke viden, kompetencer og ressourcer i jeres virksomhed? Område 9/9: Jeres virksomheds adgang til (grøn) finansiering og andre støtteforanstaltninger/programmer (fx lån, investeringer, rådgivning)?

Besvaret: 30 Sprunget over: 3

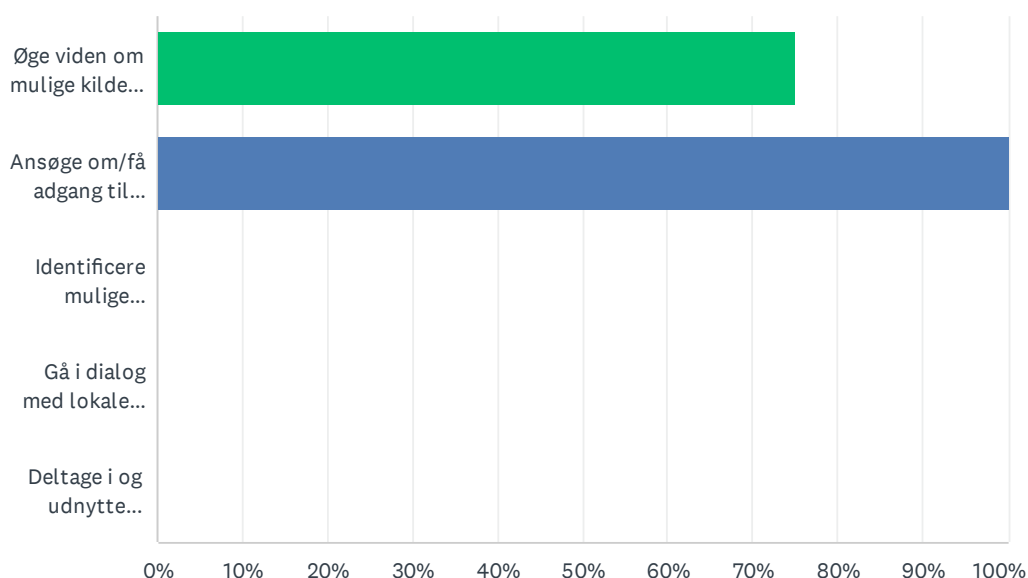


Meget vigti... Vigtigt at s... Mindre vigti... Ikke vigtigt ...

	MEGET VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	MINDRE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	IKKE VIGTIGT AT STYRKE VIRKSOMHEDENS RESSOURCER, VIDEN OG KOMPETENCER	I ALT	VÆGTET GENNEMSIT
(ingen etiket)	30.00% 9	26.67% 8	23.33% 7	20.00% 6	30	2.33

Sp. 28 Du har vurderet det som "vigtigt", eller "meget vigtigt" at styrke jeres virksomheds ressourcer, viden og kompetencer ift.: Adgang til (grøn) finansiering og andre støtteforanstaltninger/programmer (fx lån, investeringer, rådgivning) Sæt gerne kryds ved de af områderne nedenfor, hvor du ser et konkret udviklingsbehov i jeres virksomhed:

Besvaret: 16 Sprunget over: 17



SVARMULIGHEDER	BESVARELSER	
Øge viden om mulige kilder til grøn finansiering, eller andre offentlige eller private støtteordninger/programmer.	75.00%	12
Ansøge om/få adgang til kilder til grøn finansiering eller andre offentlige eller private støtteordninger/programmer.	100.00%	16
Identificere mulige samarbejdsområder med andre demokratiske virksomheder/organisationer og lokale aktører, med henblik på at skabe lokale og bæredygtige forsyningskæder.	0.00%	0
Gå i dialog med lokale myndigheder og beslutningstagere med henblik på at fremme bæredygtige lokale forsyningskæder.	0.00%	0
Deltage i og udnytte forskning og udvikling, herunder potentielle samarbejder med universiteter.	0.00%	0
Respondenter i alt: 16		



Sp. 29 Er der områder, vi ikke har berørt, hvor du ser et udviklingsbehov i jeres virksomhed?(Har du øvrige bemærkninger til emnet/undersøgelsen, er du også velkommen til at angive dem her.)

Besvaret: 8    Sprunget over: 25

Sp. 30 Vi vil gerne kontakte dig! Vi håber, at vi må kontakte dig, når der er opdateringer om de specifikke tilbud i projektet. Hvis du foretrækker ikke at blive kontaktet, eller hvis du har spørgsmål til projektet, kan du angive det i kommentarfeltet.

Besvaret: 8    Sprunget over: 25



# **SKI.F.T. - SKILLS FOR TRANSITION**

INCREASING THE IMPACT OF SMALL  
SOCIAL ECONOMY ENTERPRISES

**SHORT SUMMARY OF SURVEY FINDINGS**

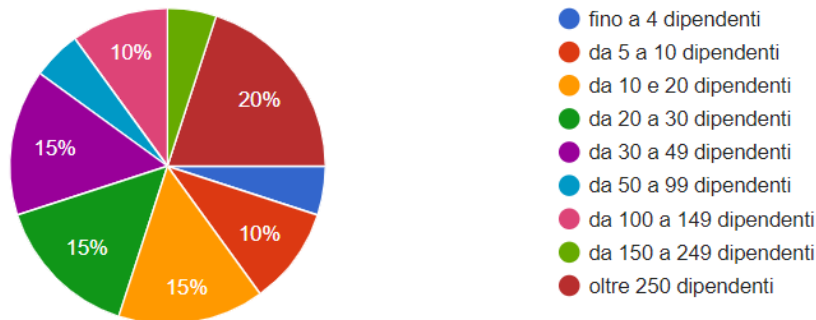
Editors:  
LEGACOOP EMILIA-ROMAGNA  
DEMETRA FORMAZIONE

## 1. DATABASE OF RESPONDING COMPANIES

The total number of responses collected is 20.

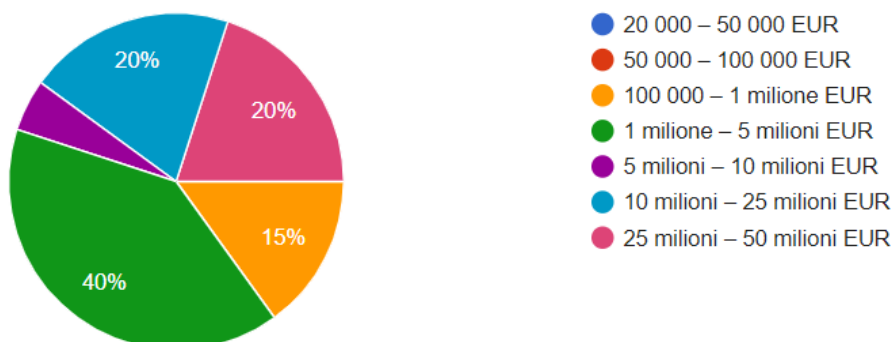
In terms of dimension here are the results:

### A. Number of employees / members



- 1 enterprise out of 20 (5%) has up to 4 employees/members
- 2 enterprises (10%) have up to 10 employees/members
- 3 enterprises (15%) have up to 20 employees/members
- 3 enterprises (15%) have up to 30 employees/members
- 3 enterprises (15%) have less than 49 employees/members
- 1 enterprise (5%) has up to 99 employees/members
- 2 enterprises (10%) have less than 149 employees/members
- 1 enterprise (5%) has among 150 and 249 employees/members
- 4 enterprises (20%) have more than 250 employees/members

### B. Annual revenue



55% of the enterprises declares an annual revenue lower than 5 million €, 5% between 5 and 10 mln, while instead 40% declares an annual revenue higher than 10 mln €.

Considering the EU definition of micro and small enterprises<sup>1</sup>, we can state that among the responders those classified in this cluster are:

- **3 micro enterprises:** Aurora Seconda and Unicapi - housing cooperatives and Sunset active in the sector of CCI.
- **6 small enterprises:** Campi d'Arte Società Cooperativa Sociale and Re.Search soc coop sociale, both working in educational services, GAZZOTTI 18 SOC.COOP workers buy-out producing wooden floors, Fornace di Fosdondo workers cooperative, CABIRIA social cooperative active in communication consultancy and ANDRIA COOPERATIVA DI ABITANTI SCRL - housing cooperative.

In terms of the foundation of the cooperative, 4 have been founded from 1969 up to 1990, 3 of them have between 10 and 20 years of history and 2 of them have less than 10 years.

*For the following items, only the responses provided by these 9 enterprises will be taken into account, since they are the main target group of the project. An additional evaluation will be provided on the other responses to the survey, to collect the main hints and indications to be discussed with the consortium.*

### **Engagement in green transition processes**

78% (7/9) of the micro-small enterprises involved assess that they have in a certain way engaged in green transition processes.

The other 2 enterprises state that they have for sure engaged in green transition, in terms of energy renovation of their housing stock (Unicapi) and in terms of installation of photovoltaic panels to support production (Fornace Fosdondo).

As for the other 7 assessing they are on their way to green transition, the responses have been the following:

- In the construction of buildings, the issue of energy certification has meant that important progress has been made in recent years;
- Installed photovoltaic panels, use recycled paper, encourage remote working, support local associations for tree planting and plant trees ourselves;
- Try to develop creative recycling workshops;
- Partly use materials from certified forests and paints with low environmental impact;

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<sup>1</sup> Micro enterprise: fewer than 10 employees and an annual turnover (the amount of money taken in a particular period) or balance sheet (a statement of a company's assets and liabilities) below €2 million.

Small enterprise: fewer than 50 employees and an annual turnover or balance sheet below €10 million.

[https://publications.europa.eu/resource/cellar/1bd0c013-0ba3-4549-b879-0ed797389fa1.0005.02/DOC\\_2](https://publications.europa.eu/resource/cellar/1bd0c013-0ba3-4549-b879-0ed797389fa1.0005.02/DOC_2)

- Reduction of environmental impact in all activities with ISO 14001 Certification;
- Build class A4-NZEB homes and work for neighborhoods that skilfully integrate the relationship with the greenery and the houses and the context;
- The cooperative is small in size and does not have large consumption. As actions, have confirmed smart ways to reduce travel, favor zoom meetings, favor certified suppliers, limit printing and consumption, are very attentive to separate waste collection. Working to ensure that events and film productions are certified green.

## 2. CAPACITY BUILDING AND TRAINING NEEDS RELATED TO THE GREEN TRANSITION

### a. *Greening purchases of materials and services and promoting local short supply chains*

- 55% state this is very important
- 33% state this is important
- only 1 enterprise states it's not important for them.

Training needs:

- Increase our ability to analyze the market and identify sustainable materials/services and suppliers - **78%**
- Increase our capacity to identify possible fields of cooperation with other (social economy) businesses/organisations and other local actors when it comes to creating short and sustainable supply chains at local level - **67%**
- Increase our capacity for dialogue with policy makers and local administration regarding the promotion of short and sustainable local supply chains - **45%**
- Increase our capacity to contribute to and benefit from research and development, for example through cooperation with universities - **45%**
- Increase our ability to better estimate the value of materials, beyond their monetary value - **23%**

### b. *Optimization of energy sources and use*

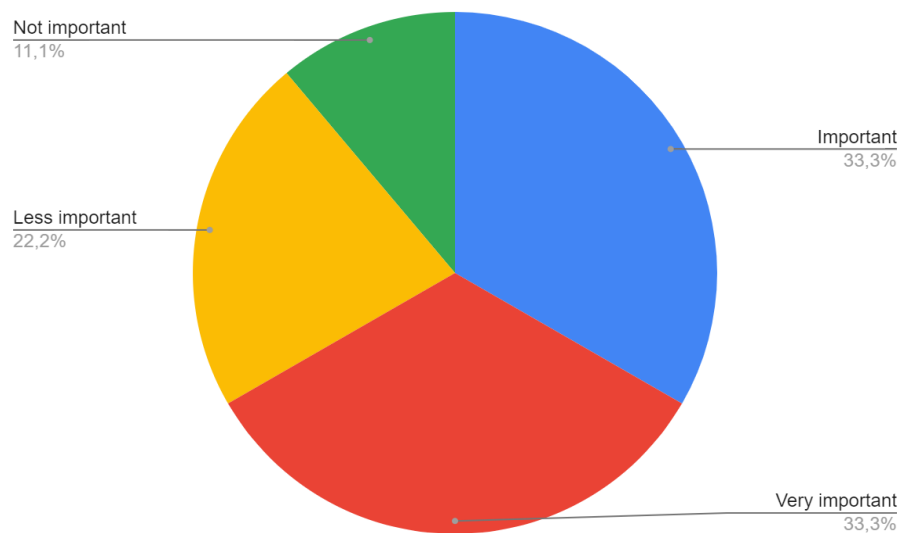
- 33% state it is important
- 67% state it is very important

Training needs:

- Increase technical knowledge regarding specific measures that can be taken to save energy - **67%**

- Increase the capacity and technical knowledge of our company/organization to initiate specific renewable energy projects - **55%**
- Increase the ability to evaluate the possibilities for our company/organization to take part in renewable energy generation - **44%**
- Increase our capacity to identify possible fields of cooperation with other companies/organizations (of the social economy) and other local actors regarding activities that could improve the transition towards the use of renewable energy - **44%**
- Increase our ability to evaluate energy saving/energy efficiency audit possibilities - **44%**
- Increase our business/organization's ability to identify and work with renewable energy suppliers - **1 enterprise out of 9**

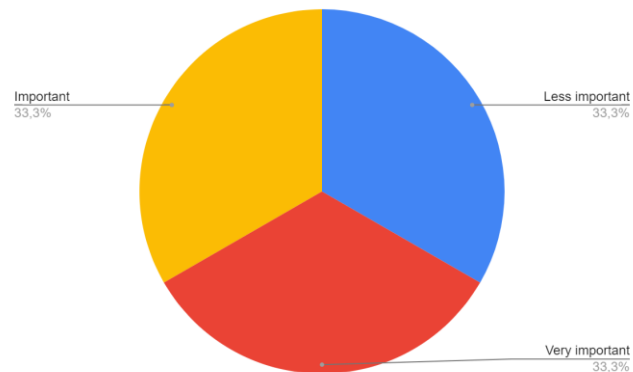
c. **Greening transports and mobility**



Training needs:

- Increase our ability to identify and work with environmentally friendly transport solutions when it comes to the provision of materials/services necessary for our business - **67%**
- Increase our capacity to carry out sustainable transport mapping and planning with our colleagues and employees - **22%**

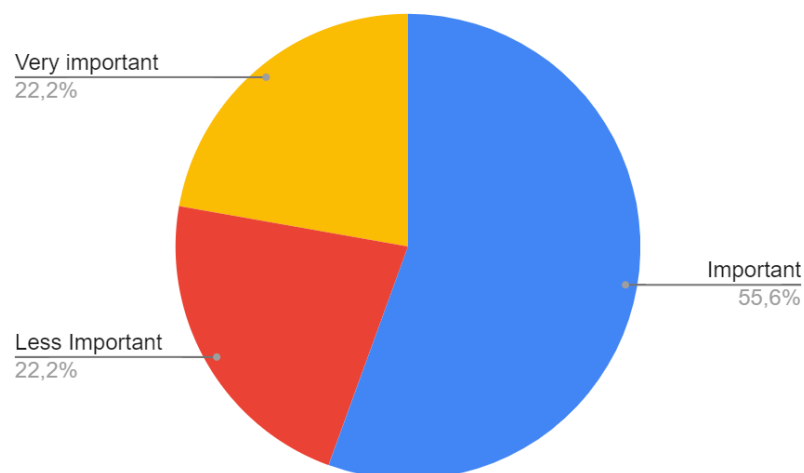
d. **Greening waste management**



Training needs:

- Increase knowledge on more efficient waste management practices (including waste reduction and reuse/recycling) - **55%**
- Increase the capacity of our company/organization to apply new processes and tools for effective waste management practices - **55%**
- Increase the capacity of our company/organization to analyze existing waste management models - **22%**
- Support our Members assigned to a reuse/recycling transition - **1 out of 9**

e. **Develop digital infrastructures that accelerate the green transition**

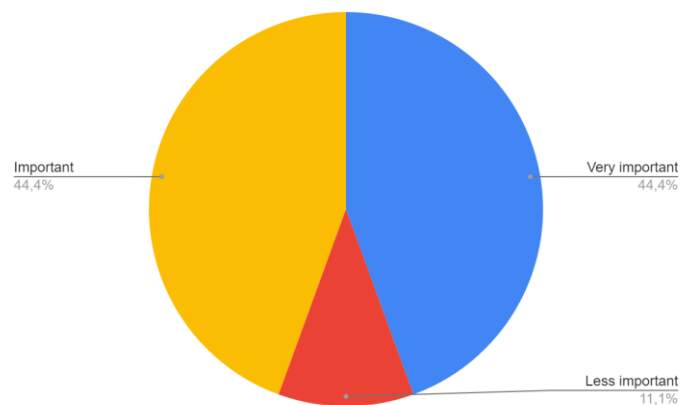




Training needs:

- Increase our capacity to (install and) use digital tools that could help our business/organization become more environmentally sustainable - **55%**
- Increase our ability to use digital tools that would improve data collection and analysis - **55%**
- Increase the ability to identify digital tools that could help our business/organization become more environmentally sustainable - **44%**

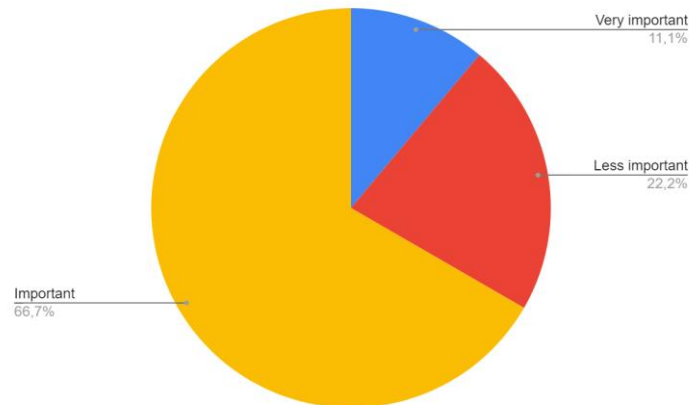
f. **Communication/ "Marketing" of green and social added value and creation of partnerships**



Training needs:

- Increase the company's/organization's ability to communicate the added value of its products/services/production processes, etc. to potential partners/customers/consumers - **78%**
- Increase the company/organization's ability to initiate partnerships with other private actors to increase the visibility of its social and environmental added value - **55%**
- Increase the capacity of our staff (communications and marketing staff) to identify and formulate the green and social added value of our business/organization - **55%**
- Increase the company/organization's ability to evaluate and review communication and marketing strategies - **33%**
- Improve communication flows between communications/marketing and other departments/people of the company/organization - **22%**
- Increase the company's/organization's ability to map potential partners/customers/consumers - **22%**

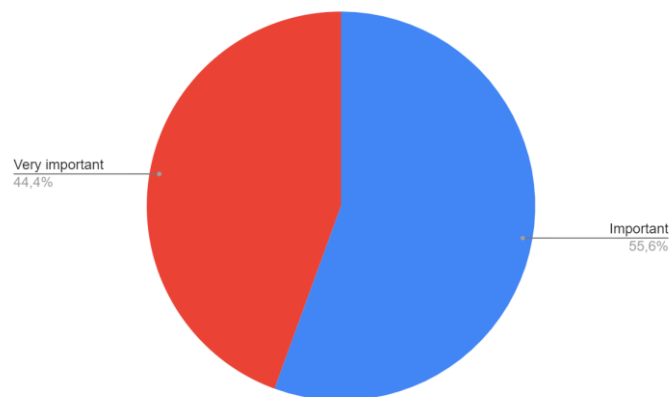
g. **Evaluation and review of the performance of the company/organization and its business model**



#### Training needs:

- Increase the ability of our company/organization to review its business model with a view to ecological (and social) sustainability - **78%**
- Increase our business/organization's capacity to (find help for) carrying out environmental audits/environmental impact assessments for all its activities and identify and use tools that facilitate this - **33%**

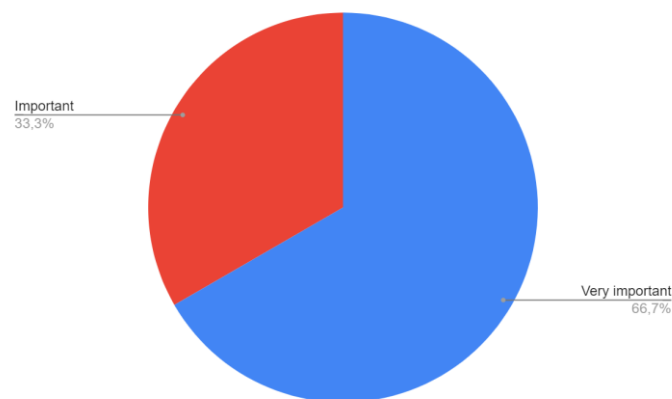
#### h. Reach public actors



#### Training needs:

- Increase the company's ability to communicate the added value of its products/services/production processes etc. to potential public partners/customers/consumers - **55%**
- Increase the company's/organization's ability to map potential public partners/customers/consumers - **44%**
- Increase the company's ability to participate in public procurement procedures - **22%**

i. **Identification and access to (green) financing to support the green transition**



Training needs:

- Increase the capacity to request/access "green" financing sources or other public or private support measures/programmes - **55%**
- Increase knowledge on possible sources of green financing or other public or private support measures/programmes - **55%**

**Other very important aspects that you would perceive the need for capacity building and training**

- Strengthen the Green concept among collaborators and then export it to our team assigned members. (HOUSING COOP)
- How to make environmental sustainability economically sustainable for everyone (EDUCATIONAL COOP)
- That the real estate market begins to reconsider the way of energetically certifying buildings by trying to make more use of eco-sustainable construction materials (today too expensive to be economically compatible with housing interventions to be proposed to the sales or rental market) than those with very high thermal performance but with less sustainable life cycles (coats, photovoltaic panels, batteries etc...). To date, the most "ecological" materials have no truly sustainable market for those targeting families. (HOUSING & ARCHITECTURAL COOP)

**Participation in capacity building and training measures on topics related to the green transition**

6 out of 9 have never attended training on this matter

2 (housing cooperatives) attended Green Coop course and 1 attending the Green Coop Advanced in progress

### **Reasons for not attending courses linked to the green transition matters**

- Until recently it was not considered properly - 11%
- My company/organization does not have the financial resources to fund capacity building and training on this topic - 33%
- It is an extra-business activity but considered important to develop - 11%
- Lack of time - 67%
- My company/organization is not very aware of the existing capacity building and training provision - 22%

### **General considerations related to all the responders to the survey (even medium and large enterprises)**

In general the information and responses are in line with the ones answered by micro and small enterprises.

Few differences have to be reported in terms of specific skills and training need:

- Green mobility and transports: for the medium and large scale cooperatives this is a more important issue compared to the target group of the project;
- Green waste management and business model adaptation appears to be more important for the medium-large scale coops.

In terms of additional themes to be included in terms of training proposals, medium and large cooperatives highlighted these aspects:

- Sharing of national and international best practices;
- Be able to make a mapping of sustainable transportation for the employees;
- Be able to carry out analysis of the market and its changes, to keep up and make its services more efficient, maintaining a balance between the social function of job placement and the size of the company operating on the market;
- General green and sustainability culture development among employees and members;
- Soft skills, among which team building on these aspects;
- Applied technologies for green transition;

Even for medium and large cooperatives, the main reasons impacting the non participation in dedicated training are the lack of time (except for those organizations that have dedicated staff assigned to sustainable management) and the lack of awareness in terms of training offer and skills development paths dedicated to green transition.



## **First Transnational Online Meeting /Part 2 : Report**

**11 March, 9.30am-12.30pm**

### **1. Participants :**

Sara Belloi, Legacoop Emilia-Romagna

Francesca Benelli, Il Bettolino Cooperativa Sociale

Elsa Brander, Kooperationen

Fabiola di Fazio, Demetra Formazione

Valentina Dragone, Demetra Formazione

Urszula Fila-Kicman, FISE

Julia Koczanowicz-Chondzynska, FISE

Arianna Giroladini, Cooperativa Sociale Rigenera

Erdmuthe Klaer, REVES aisbl

Peter Hendrickx, City of Ghent

Daniel Justel, Mondragon University

Pablo Lansac Colom, ANEL

Lucia Lella, Cooperativa Sociale Stessa Terra

Claudia Mangiatordi, Groupe One

Rosaria Mastrogiacono, Legacoop Emilia-Romagna

Adam Markuszewski, FISE

Emmanuel Mossay, EcoRes

Daria Skutecka, Association for Social Cooperatives (PL)

Simone Spartaro, Cooperativa Sociale L'Orto

Roberta Trovarelli, Legacoop Emilia-Romagna

Idoia Urain, Mondragon University

Maëla Valembois, UDES

Elena Zabalza, ANEL

Francesca Zaganelli, CECOP

Laura Zambrini, Demetra Formazione

## **2. Background and objective of the meeting :**

[SKI.F.T. project](#) partners, during their first transnational meeting in Copenhagen (December 2023), decided to organise the first transnational online meeting in two parts :

A first part, which was organised on 20 February 2024 provided the partner organisations with an opportunity to learn more about tools which are already used by partners to strengthen the capacity of micro and small social economy organisations to engage in green transition processes. In a second part, to be held on 11 March 2024, other organisations from different EU Member States will be invited to share their expertise, good practices and tools.

The objective of both events, organised in English language, is for partners to take inspiration for the upcoming advisory and coaching services, to get a better *overview of* and *insight in* existing expertise and tools, to deepen networking among intermediary organisations and to further feed a SKI.F.T. methodology for green transition-related capacity-building of micro and small social economy enterprises, including repository of tools and good practices.

## **3. Programme :**

### **9.30 Introduction and short presentation of all participants**

#### **9.45 Sustainability Reporting/Environmental Impact Analysis**

- Diagnosis tool regarding the implementation of six Sustainable Development Goals - Elena Zabalza and Pablo Lansac Colom, ANEL (ES)
- ValorESS, Maëla Valembois, UDES (FR)

#### **Q&A**

10.50 Break

### **11.00 Planning green transition processes/Circular Economy**

- EXPLORE programme, Claudia Mangiatordi, Groupe ONE (BE)
- Courses on ecological transition and circular economy aimed at the socio-economic fabric of Gipuzkoa, Idoia Urain and Daniel Justel, Mondragon University (ES)

#### **Q&A**

### **11.45 Cooperation between (small) enterprises/Local social green value chains**

- EcoRes, including programme EVOLVE, Emmanuel Mossay, EcoRes (BE)
- Social- Circular Hub Gent, Pieter Hendrickx, City of Ghent (BE)

#### **Q&A**

### **12.30 Conclusions/Feedback by Participants**

Working language: English

#### **4. Discussion :**

Erdmuthe Klaer (REVES aisbl) welcomes participants to the webinar and explains its objectives, which are mainly to receive a deeper insight into some of the good practices regarding green transition-related capacity-building of micro and small (social economy) enterprises which partners identified during the initial screening exercise of the SKI.F.T. project. Moreover, the participation of 'external' organisations from different EU Member States is an occasion for project partners to network and to create new links for possible future cooperation.

Participants present themselves in the framework of a short tour de table.

#### *Sustainability Reporting/Environmental Impact Analysis*

**Elena Zabalza and Pablo Lansac Colom, [ANEL, the Association of Social Economy Enterprises in the Navarra Region \(ES\)](#)**, present a **Diagnosis tool regarding the implementation of six Sustainable Development Goals (SDGs)** which was recently developed by ANEL with the support of an external expert. Point of departure for the creation of the tool was a survey that first impression as to whether and to what extent social economy enterprises in Navarra were already working with the SDGs and/or intend to work in the future. Subsequently,

ANEL set up a working group which included 14 associated social economy enterprises from different sectors that showed already a certain commitment to the implementation of the SDGs.

Based on the input of the working group and the expertise of an external expert, a self-diagnosis tool was developed which reflects thus the own perception of the enterprise regarding its SDG-related performance. It helps cooperatives to identify what they are doing on a day-to-day basis to contribute to the implementation of SDGs, also gives them a structure to order their actions in a logical and simple way, and provides them with a set of indicators to measure their progress.

ANEL boosts this tool with the idea that it will help identifying HOW cooperatives contribute to the SDGs for the simple fact of BEING a Social Economy company. It is thus also an objective for ANEL as an association to draw conclusions, in a close future, that could be extrapolated to cooperatives in general.

For this reason the tool linked the SDGs with a management model that ANEL has developed for cooperatives based on the principles of Social Economy companies (people, governance, cooperation and society). It is called the GPES management model.

At this moment, the tool focuses on the six SDGs aligned most clearly with the social economy principles. It interlinks these SDGs (5,7 – affordable and clean energy,8,12 – responsible consumption and production,16,17) with the main social economy principles and values - democratic, transparent and participatory management; social fairness; human development/primacy of the person; cooperation (including inter-cooperation between social economy enterprises); solidarity.

The self-diagnosis tool consists of three complementary blocks of questions: A first one focuses on actions taken by the enterprise to reduce negative impact in different fields, a second on actions realised by the enterprise to further promote positive impact, and a third on actions with specific ‘external’ impact in society at large (e.g. through inter-cooperation with other enterprises). Social Economy Enterprises going through the self-evaluation are invited to respond to the different questions with “Yes”, “No” or “Not Applicable”. For each “Yes”, respondents are encouraged to provide some evidences. Moreover, they are invited to indicate which priority (“High”, “Medium”, “Low”) the specific topic has for them. When all questions have been answered, the tool gives a summary of contribution to the different SDGs structured in the three blocks of questions and with an overall percentage of each SDG. This graph clearly shows how the company is contributing to the different SDGs.

At the very end of the self-diagnosis a filter system makes it possible to have a general overview on strengths and weaknesses of the enterprise. Concrete indicators for the different action areas can provide an orientation for future actions and basis for the measurement of the impact of the latter to take in order to improve the performance of the enterprise. This provides the basis for a proposal of an action plan that allows the cooperative to continue progressing in terms of SDGs.

Finally, the tool integrates a proposal of indicators related to the different SDGs *and* the principles of the social economy model to facilitate their measurement and monitoring.

A main added value of the tool is, according to ANEL, the fact that it helps social economy enterprise to *receive a better overview of* and consequently *to better structure* their ideas and (future) actions.



It has recently been tested by several cooperatives from which ANEL will shortly receive concrete feedback.

Both speakers think that the tool will be used mainly by enterprises/organisations/persons that do already show a certain commitment to green transition-related processes. At the same time, the example of these enterprises might then also motivate others to follow. It is therefore of great importance to give visibility to those that are already active.

**Maëla Valembois, [UDES \(Union des Employeurs de l'Economie Sociale/Union of Employers in the Social Economy; FR\)](#)** provides participants with a deeper insight into **VALORESS**, a free online tool developed by UDES specifically to support micro and small social economy enterprises in measuring their carbon footprint. When conceiving ValorESS, UDES and external experts took into consideration the limited resources micro and small enterprises have with regard to time, expertise, finance etc. The objective was to develop an easy-to-use tool. VALORESS focuses on 11 green house gas emission indicators (1. Energy ; 2. Business travel ; 3. Home/work journeys ; 4. Visitors, users, tourists ; 5. Freight transport ; 6. Inputs – Purchases ; 7. Fixed assets ; 8. Waste ; 9. Other greenhouse gases ; 10. Products ; 11. Investments). Moreover, when calculating its carbon footprint, the user enterprise or organisation has the possibility to choose between two levels, adapted respectively to « beginners » regarding carbon footprint reduction or those being more advanced and wishing to go more in depth in their actions and commitment. In addition to the online calculator, [11 practical guidance sheets](#) proposing actions for each of these indicators are at disposal for those interested. Finally, UDES organises and will further organise training courses enabling interested enterprises not only to correctly use the tool, but also to develop action plans based on the results of their carbon footprint measurement.

The tool was developed and training activities are carried out in cooperation with carbon experts from the French Association for Low Carbon Transition. Other partners in the development of VALORESS were/are financial actors, social economy enterprises and organisations and employers.

It went online in September 2023 and could record since then nearly 1000 users from a broad variety of fields of activity within the social economy and the non-profit sector.

Possible training courses focusing specifically on the development of action plans (based on the carbon footprint calculation) might be provided in the future.

In June 2024 UDES will organise, in Lyon, an event aiming to create links between users of VALORESS.

A challenge UDES came across, despite the user-friendliness of the tool, is the fact that enterprises sometimes encounter difficulties when it comes to collecting data (e.g. also data regarding employees). Yet, this was more a problem for medium-size cooperatives and other social economy organisations with more than 40 employees who often had to hire a person/intern to collect the data, whereas small enterprises were able to do this much more easily and in a rather short period of time. UDES is therefore also considering training courses enabling enterprises to more easily find data.

**Claudia Mangiatordi, [Groupe One](#), a main actor for the promotion and support of sustainable entrepreneurship in the Brussels-Capital Region**, shares insights into the **EXPLORE** programme which was developed and promoted by her organisation since 2022 with the financial support of the Brussels-Capital Region.

The programme, dedicated to the transition of business models, targets small enterprises in general, including social economy enterprises. In this framework, Groupe One accompanies approximately 20-30 entrepreneurs a year.

EXPLORE consists of the possibility to first of all measure the carbon footprint of the enterprise combined with a qualitative social impact assessment, as well as of several workshops (some compulsory, others optional). In a second step, the participating enterprise will develop a concrete action plan focusing on specific priority topics. These topics are identified based on the results of the previous evaluation and on decisions of the enterprise regarding its own priorities and feasibility of actions.

A dedicated transition coach will then accompany the enterprise for 20 hours in total plus an additional 4 days dedicated to work on a concrete action plan and its implementation.

When developing the methodology for EXPLORE, Groupe One was faced with the strong time constraints small enterprises often have and their limited possibilities to follow training courses.

For this reason, the figure of a dedicated transition coach for each participating enterprise – a coach which accompanies the team of an enterprise directly on the spot in the enterprise - has become central. The transition coach will identify the needs and possible actions of the enterprise and direct it towards experts and other useful contacts (e.g. in public agencies and support services, etc.). Expert will then work with the enterprise on specific action areas. The enterprise does thus not have to search for support on its own. Moreover, support in obtaining certain labels – e.g. such as they have been taken up in the Shifting Economy Strategy of the Brussels-Capital Region - is provided to the participants.

Coaching activities are always realized in-person. In the past, the EXPLORE programme included also some more theoretical webinars on topics such as recent legislation. With the time, however, coaching appeared to be more impactful and requested by the participants.

EXPLORE participants may also decide to join additional collective workshops in which they can meet each other. So far, these workshops were addressed exclusively to enterprises taking part in the EXPLORE programme. However, Groupe One is currently considering to bring in also other enterprises with which EXPLORE participants could develop partnerships in the future.

Also other opportunities to network with enterprises and experts on specific topics are organised.

Groupe ONE holds an internal list of experts that might be involved in the different activities linked to EXPLORE. This list is updated on a regular basis by the team of EXPLORE coaches.

In the framework of EXPLORE Groupe ONE also uses so-called “[Resilient Coaching Cards](#)” (Open Source), developed by the consortium ResilieNtWEB, to help enterprises challenge their business model in three areas: 1. Material&Energy; 2. (Eco-)Design; 3. Governance/Cooperation.

Moreover, specifically on the topic of measuring carbon footprint and taking concrete action to improve the latter Groupe One uses the [Ecotoolkit](#), developed by a European consortium. The toolkit consists of Eco Scan -an instrument to measure the carbon footprint of an enterprise, Eco

Tips and the Eco mapping tool (a tool to visualize the environmental performance of an enterprise).

In 2023, due also to the financial support by the Brussels-Capital Region, participation in EXPLORE was free of charge. In 2024 a small contribution fee (based on the revenue of the participating enterprise) is requested which has the objective to ensure that participating enterprises are committed to realise the action plan that will be elaborated in the framework of the programme.

In the opinion of Claudia Mangiatordi, the EXPLORE programme works because it is realized at local level with a broad network of local experts from various fields (easier access to information and expertise, more direct networking and cooperation opportunities, etc.).

**Idoia Urain and Daniel Justel, [Mondragon University](#)**, present the **ECSI Circular training**. It has been set up in relation to a number of tools that have been developed, in-between 2018 and 2023, by Mondragon University *in cooperation with* and *with the financial support of* the Province of Gipuzkoa (Spain) and Ihobe, the public environmental management company of the Basque Government. The motivation behind the creation of the aforementioned tools was the objective to better prepare micro and small enterprises, including the social economy, for a transition towards the circular economy/circular economy practices.

The ECSI Circular training is composed of three modules, including different type of courses:

1. An introduction aiming to enable enterprises to identify opportunities in the green transition process and circular economy;
2. Training on specific thematic areas and
3. Guidance and counselling for the consolidation of acquired competences.

The programme is conceived in a way to let companies – cooperatives, but also other type of SMEs and bigger companies - choose, depending on their availability in terms of time and on specific priorities, in which courses they wish to participate – only the first module is mandatory.

Training on thematic areas includes work on specific types of evaluation, such as the evaluation of the level of circular economy in the enterprise ([CircularTRANS](#)), the analysis of the level of excellence of the remanufacturing process (Remanex), or a screening of the level of eco-productivity in the production process (Eco-Productivity). Moreover, courses focusing on the *review of existing or creation of new* business models, innovation in product design, etc. are provided (in this context Mondragon University also developed the toolbox [Net Circular +](#) or [IND-SERVDES](#)). All tools are open source, though for the moment available only in Spanish and Basque.

A number of tools such as [CircularTRANS](#) are available online.

Both the training programme and the CircularTRANS platform offer the opportunity to create networks and partnerships between the different companies, one in face-to-face trainings and the other through the web.

So far, 73 companies of different size, including a number of cooperatives from various sectors, took part in the different courses.

The exchange with the participating enterprises revealed once again the need for enterprises to be accompanied and guided throughout transition processes.

At the same time, intermediaries and “multipliers” are needed to spread the word and encourage companies to start moving towards the circular economy. In this respect, Idoia Urain and Daniel Justel also highlight the need for more action on the side of public authorities and governments to raise the awareness of enterprises on the need for action and encourage them to participate in this kind of training initiatives.

#### *Cooperation between (small) enterprises/Local social green value chains*

**Emmanuel Mossay**, representing **EcoRes**, a **sustainable development support and consultancy cooperative**, illustrates different initiatives and tools created by his organization to help enterprises of different size, among them smaller enterprises and social economy, to engage in green transition processes.

In the framework of the **EVOLVE** initiative, EcoRes is joining forces with three other local/regional actors:

- Déplasse&Associés, a business consultancy,
- Beeodiversity, an organization accompanying private and public actors in the development of strategies and concrete actions fostering biodiversity and green transition, and
- Urbike, a cooperative active in the field of bike delivery services.

All four organisations are mutualizing knowledge, data and expertise so as to jointly accompany public and private actors in evaluating their performance and develop concrete actions/action plans in the areas energy, climate, the circular economy, sustainable food and biodiversity, mobility and logistics. An important condition for the successful cooperation between these four partners is obviously trust. The fact that all four are also members of Kaya, the Belgian coalition of eco-preneurs. EVOLVE also allows the partner organisations to share data and develop tailor-made forms of accompaniment, which, depending on the specific case and expertise needed, might then involve one organization more than the other.

Referring to the activities of EcoRes regarding circular economy-related projects of companies, Mossay stresses the objective of his organization to link work on circular business models with work on the marketing and value proposition of the enterprise, which should bring change and increased value for the end-user and all along different value chains.

Useful is in his view the **7D Values approach**, which is underlying many of the tools he and his colleagues developed: The evaluation of the impact of an enterprise and subsequent development of actions and strategies, including development of the eco-system of the enterprise, should take into account seven elements - value levels going beyond profitability and process:

- 2 material values related to the process as well as to financial and material aspects;
- 2 immaterial values referring to knowledge, communication and emotions as a positive or negative driver; as well as

-2 universal values: contribution to the Common Good and Earth.

When planning or reviewing its actions, an enterprise in transition should thus also focus on aspects related to knowledge (creation), communication and emotions across the value chain. The approach is, in Mossay's view, most adapted for small enterprises and organisations. He illustrates this with the example of a small organization focusing on aid to children. The organization was looking for new sources of financing in order to be able to afford an office. Instead of investing energy and time in fundraising, the organization was finally encouraged to give more visibility to its mission and added value (helping children) and use emotional factors related to this in order to partner with other enterprises. Finally, the organization was offered office/meeting rooms free of charge by a lawyer's office.

The emotional aspects also enters into the game when working on the motivation of a team to realise green transition-related processes, etc.

Finally, Mossay points to two useful tools regarding circular economy-related aspects: [A Self-Assessment Tool helping enterprises to evaluate their circularity](#) as well as the [Circular Event Toolkit](#).

**Pieter Hendrickx**, City of Ghent, presents the **Social-Circular Hub Ghent**, which is part of a [network of 12 Social-Circular Hubs in different Flemish municipalities](#), financed by the Flemish Region and ESF. It brings together different local/regional actors, including the city of Ghent, social economy enterprises and organisations, a business hub, a research centre and a university of applied sciences.

A main point of departure for the activities of the hub is the creation of a network of companies that are already active in the field of circular economy. This is done mainly through the organization of events and with the help also of existing organisations and networks such as the Chamber of Commerce or employer organisations. In a second step, mobilized enterprises are connected to social economy actors. These partnerships are then accompanied in their efforts to work together and create new business concepts.

Each year events focusing on a specific topic (such as specific materials) are organized and convene both enterprises which are active in the circular economy *and* social economy enterprises. Together, participants have the opportunity to develop new ideas relating to the activities of both type of enterprises. This also includes social economy enterprises proposing their services to the other companies. An example for the latter is a company wishing to focus more on the reuse of wood which engaged in a partnership with a social economy enterprise taking over the manual task of removing any undesired objects (e.g. nails) from the material. A social economy enterprise might, however, also develop other new activities, such as selling itself used wood or organizing workshops on how to reuse different type of material. Yet, a challenge in this regard might be the capacity of a social economy enterprise – especially a *small* social economy enterprise - to make large investments that are sometimes needed to launch specific activities in the circular economy field.

*All Powerpoint presentations of the webinar can be found hereafter (annexes).*

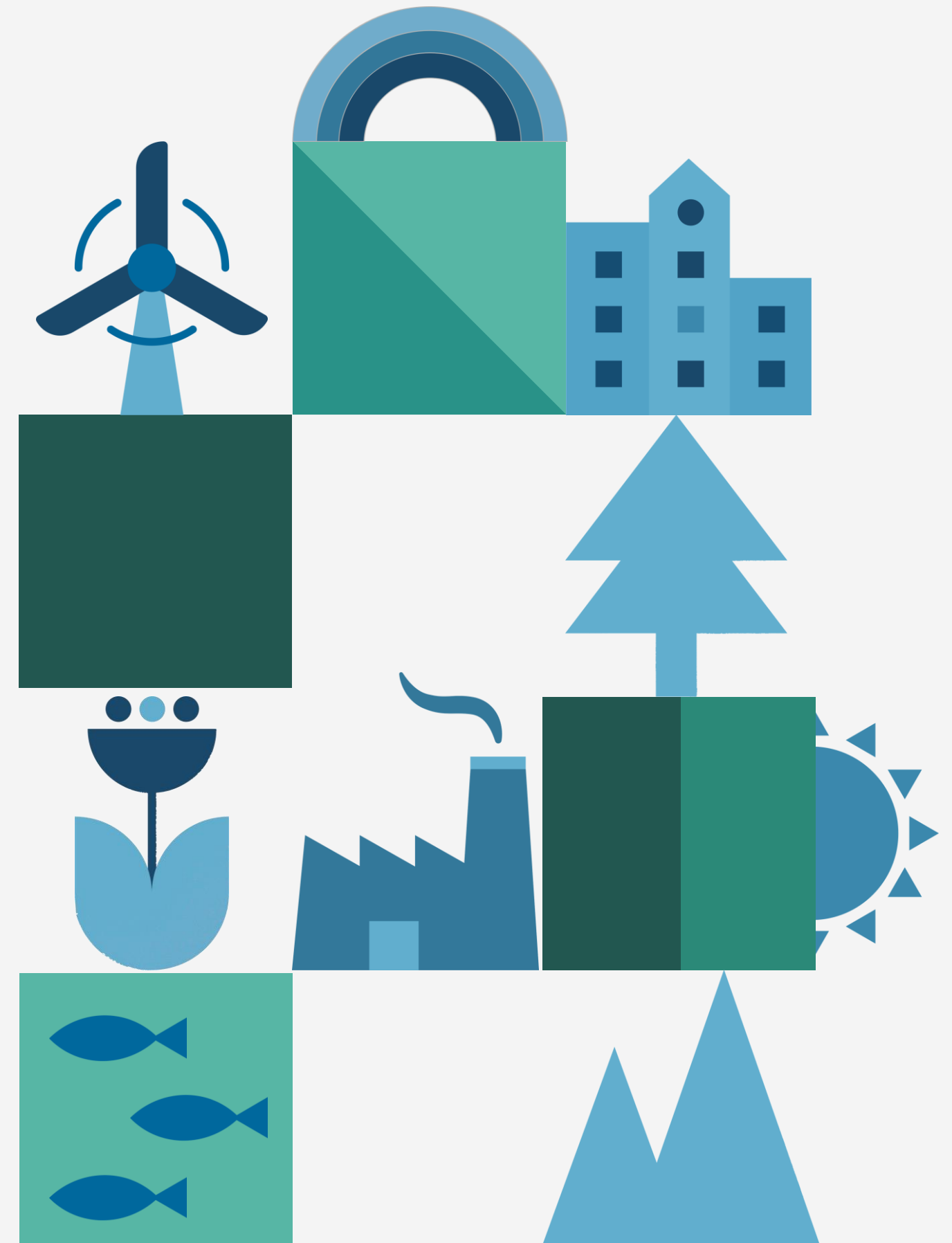
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# SDGS-GPES SELF-ASSESSMENT TOOL

**A tool developed by ANEL to assess the contribution of Social Economy Companies to the Sustainable Development Goals**

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# PREVIOUS STEPS

Step 1: To identify the companies that were working with the SDGs

Step 2: Survey to look at present and future work

Step 3: Establishment of a working group with 14 associated companies:

- Work plan with actions
- Design and implementation of a self-assessment tool for the contribution to the SDGs, linked to the GPES





*Gestión democrática,  
transparente y  
participativa:  
organizaciones  
participativas y con una*

**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



**17** PARTNERSHIPS  
FOR THE GOALS



*Cooperación  
empresarial:  
intercooperación entre  
las empresas de  
economía social.*

*Desarrollo de las  
personas.  
Primacía de las  
personas y del fin  
social sobre el capital;*

**8** DECENT WORK AND  
ECONOMIC GROWTH



GOBERNANZA

COOPERACIÓN

**7** AFFORDABLE AND  
CLEAN ENERGY



PERSONAS

SOCIEDAD

*Solidaridad:  
promovemos la  
solidaridad interna y  
con la sociedad.*

*Equidad social:  
promoción de la equidad*

**5** GENDER  
EQUALITY

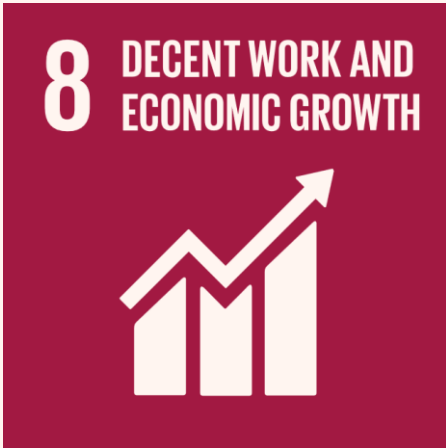


**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



GPES

EXAMPLE



ACERCA DE ESTE CUESTIONARIO

METAS ODS

8.3 Promover políticas orientadas al desarrollo que apoyen las actividades productivas, la **creación de puestos de trabajo decentes**, el **emprendimiento**, la **creatividad y la innovación**, y fomentar la formalización y el **crecimiento de las microempresas y las pequeñas y medianas empresas**, incluso mediante el acceso a servicios financieros

8.5 De aquí a 2030, lograr el empleo pleno y productivo y el **trabajo decente** para todas las mujeres y los hombres, incluidos **los jóvenes** y las **personas con discapacidad**, así como la **igualdad de remuneración** por trabajo de igual valor

8.8 Proteger los **derechos laborales** y promover un **entorno de trabajo seguro** y sin riesgos para todos los trabajadores, incluidos los trabajadores migrantes, en particular las mujeres migrantes y las personas con empleos precarios

¿Cómo es tu contribución?

Promover el crecimiento económico sostenido, inclusivo y sostenible, el empleo pleno y productivo y el trabajo decente para todos

8 TRABAJO DECENTE Y CRECIMIENTO ECONÓMICO

01 Reducción impactos negativos0%

02 Promoción impactos positivos0%

03 Actuaciones impacto externo0%

Global

Cuestionario aplicable

TIPO DE IMPACTO	MODELO GPES	METAS ODS	CO D	CUESTIONARIO	NOTAS	ESPUEST	PRIORIDAD	EVIDE
01 REDUCCIÓN DE IMPACTOS NEGATIVOS	01 PERSONAS COMPROMETIDAS	Todas	08_00	¿Conoces y cumples con la normativa que te aplica en relación con los <b>derechos laborales de los trabajadores</b> ?	(-)			
	06 PERSONAS INTEGRADAS	Meta 8.5	08_01	¿Garantizas la <b>no discriminación</b> en la contratación, remuneración, beneficios, capacitación y promoción?	(-)			
	06 PERSONAS INTEGRADAS	Meta 8.5	08_02	¿Tienes un procedimiento establecido para facilitar la <b>incorporación de las nuevas personas</b> en la empresa?				
	06 PERSONAS INTEGRADAS	Meta 8.8	08_03	¿Cuentas con un <b>sistema de gestión de Salud y Seguridad</b> en todas las instalaciones de la empresa?				
	06 PERSONAS INTEGRADAS	Meta 8.8	08_04	¿Prestas atención y evalúas los factores de <b>riesgo psicosociales</b> que afectan las personas de la empresa?				
02 PROMOCIÓN DE IMPACTOS POSITIVOS	07 DESARROLLO DE LA	Meta 8.3	08_05	Tu Plan de formación: ¿Tiene en cuenta la <b>mejora de la empleabilidad</b> de las personas de la empresa?				
	07 DESARROLLO DE LA	Meta 8.3	08_06	¿Las personas de la empresa reciben <b>formación sobre el modelo de Economía Social</b> ?	(-)			
	02 LIDERAZGO PARTICIPATIVO	Meta 8.3	08_07	¿Los responsables favorecen y apoyan el <b>desarrollo del liderazgo y la participación</b> de todas las personas de su equipo?				
	01 PERSONAS COMPROMETIDAS	Meta 8.3	08_08	¿La empresa proporciona a las personas la información necesaria, con <b>claridad y transparencia</b> , para que se sientan <b>protagonistas del proyecto</b> ?				
	11 COMPROMISO CON EL	Meta 8.5	08_09	¿Llevas a cabo medidas de <b>atención a la diversidad</b> , proporcionando oportunidades de desarrollo laboral a grupos vulnerables?				
	11 COMPROMISO CON EL	Meta 8.5	08_10	Dispones de <b>Herramientas para la gestión de la diversidad</b> de las personas que forman parte de la empresa?				
	11 COMPROMISO CON EL	Meta 8.5	08_11	¿Promueves la <b>empleabilidad de jóvenes y grupos vulnerables</b> proporcionando habilidades, herramientas y conocimientos necesarios para encontrar empleo?				
03 ACTUACIONES CON IMPACTO EXTERNO	04 CULTURA DE COOPERACIÓN	Meta 8.3	08_12	¿Apoyas la <b>creación de trabajo decente</b> , la innovación y el emprendimiento, a través de plataformas on line o compartiendo Buenas Prácticas entre empresas?				
	04 CULTURA DE COOPERACIÓN	Meta 8.3	08_13	¿Comunicas o <b>divulgas buenas prácticas</b> relacionadas con la generación de crecimiento económico sostenido, inclusivo y sostenible?				

# EXAMPLE



ACERCA DE ESTE CUESTIONARIO

PORTADA

16.5 Reducir sustancialmente la corrupción y el soborno en todas sus formas.

16.6 Crear instituciones eficaces, responsables y transparentes a todos los niveles.

16.7 Garantizar la adopción de decisiones inclusivas, participativas y representativas que respondan a las necesidades a todos los niveles.

16 PAZ, JUSTICIA E INSTITUCIONES SÓLIDAS

¿Cómo es tu contribución?

Promover sociedades justas, pacíficas e inclusivas

01 Reducción impactos negativos 0%

02 Promoción impactos positivos 0%

03 Actuaciones impacto externo 0%

Global

Características aplicables

19

TIPO DE IMPACTO	MODELO GPES	METAS	CO D	CUESTIONARIO	NOTAS	RESPUESTA	RIORIDAD	EVIDENCIA
01 REDUCCIÓN DE IMPACTOS NEGATIVOS	01 PERSONAS COMPROMETIDAS	Todas	16_00	¿Cumples con la legislación de los países donde operas, tanto en tus operaciones directas, como a través de tu cadena de suministro?	(-)			
	01 PERSONAS COMPROMETIDAS	Meta 16.5	16_01	¿Tienes desarrolladas herramientas que te permitan prevenir y/o actuar contra el acoso, abuso, intimidación o violencia que afecten a las personas de la empresa?	(-)			
	11 COMPROMISO CON EL ENTORNO	Meta 16.5	16_02	¿Controlas la cadena de suministro para garantizar que los productos que se comercializan han sido extraídos y fabricados por trabajadores cuyos derechos han sido respetados?				
	01 PERSONAS COMPROMETIDAS	Meta 16.6	16_03	¿Dispones de políticas y/o sistemáticas para evitar malas prácticas fiscales en la empresa?				
	01 PERSONAS COMPROMETIDAS	Meta 16.6	16_04	¿Te aseguras de que cualquier tipo de propiedad (intelectual, financiera o material) ha sido adquirida legalmente?				
	03 TOMA DE DECISIONES	Meta 16.6	16_05	¿Existe una definición clara de responsabilidades y funciones que corresponden a los diferentes Órganos de Gobierno?				
	05 PARTICIPACIÓN	Meta 16.7	16_06	¿La cultura empresarial tiene en cuenta la participación de todas las personas de la empresa?				
	05 PARTICIPACIÓN	Meta 16.7	16_07	¿Dispones de mecanismos que permitan la participación en la toma de decisiones de todos los trabajadores?				
02 PROMOCIÓN DE IMPACTOS POSITIVOS	05 PARTICIPACIÓN	Meta 16.7	16_08	¿Participan las personas de la empresa en el diseño de la estrategia, del proyecto compartido, generando sentido de pertenencia?				
	08 DESARROLLO DE PERSONAS SOCIAS	Meta 16.5	16_09	¿Tienes establecido un código de conducta (código ético) que facilite y promueva valores de integridad en las conductas de las personas de la empresa?	(-)			
	12 TRANSFORMACIÓN SOCIAL	Meta 16.6	16_10	¿Tienes desarrolladas políticas de responsabilidad social corporativa que incluyan la promoción de la justicia social?	(-)			
	04 CULTURA DE COOPERACIÓN	Meta 16.6	16_11	¿Dispones de mecanismos efectivos para resolver conflictos internos de manera pacífica?	(-)			
	12 TRANSFORMACIÓN SOCIAL	Meta 16.5	16_12	¿Tienes implantado un modelo de prevención y control de delitos (compliance penal)?	(-)			
	08 DESARROLLO DE PERSONAS SOCIAS	Meta 16.7	16_13	¿Se capacita a los socios para su empoderamiento y participación responsable en los órganos de gobierno?				
	05 PARTICIPACIÓN	Meta 16.7	16_14	¿Genera la empresa oportunidades, espacios formales o informales de participación para las personas de la empresa?				
	03 TOMA DE DECISIONES	Meta 16.6	16_15	¿Se planifica y se gestiona de forma sostenible la sucesión de personas socias, se establecen medidas para incentivar la sucesión?				
03 ACTUACIONES CON IMPACTO EXTERNO	04 CULTURA DE COOPERACIÓN	Meta 16.6	16_16	¿Participas en alianzas público-privadas para realizar proyectos que contribuyan a la promoción de los derechos humanos y el estado de derecho?	(-)			
	12 TRANSFORMACIÓN SOCIAL	Meta 16.6	16_17	¿Mides y controlas el impacto social de las operaciones empresariales?				
	04 CULTURA DE COOPERACIÓN	Meta 16.6	16_18	¿Participas en iniciativas de gobernanza corporativa que promuevan la responsabilidad y la sostenibilidad?	(-)			
	11 COMPROMISO CON EL ENTORNO	Meta 16.6	16_19	¿Utilizas las actividades de la empresa para fomentar la paz, los derechos humanos y el estado de derecho?	(-)			

# CONTRIBUTION TO THE ODS SUMMARY

ACERCA DE ESTE INFORME

### CÁLCULO DE LOS ÍNDICES

PORTADA

## CONTRIBUCIÓN A LOS ODS

### INFORME DE AUTODIAGNÓSTICO

ODS	DESCRIPCIÓN	01 REDUCCIÓN DE IMPACTOS NEGATIVOS	02 PROMOCIÓN DE IMPACTOS POSITIVOS	03 ACTUACIONES CON IMPACTO EXTERNO	GLOBAL	
						0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
PERSONAS-ODS 5	Igualdad de género	100%	75%	33%	76%	<div><div></div></div> 76%
PERSONAS-ODS 8	Trabajo decente y crecimiento económico	80%	86%	100%	88%	<div><div></div></div> 88%
GOBERNANZA-ODS 16	Paz, Justicia e instituciones sólidas	100%	63%	100%	83%	<div><div></div></div> 83%
COOPERACIÓN-ODS 17	Alianzas para lograr los objetivos	100%	86%	86%	78%	<div><div></div></div> 78%
SOCIEDAD-ODS 7	Energía asequible y no contaminante	29%	20%	0%	20%	<div><div></div></div> 20%
SOCIEDAD-ODS 12	Producción y consumos responsables	60%	40%	50%	50%	<div><div></div></div> 50%



# STRENGTHS

ACERCA DE ESTE INFORME

SELECCIONAR SÓLO LAS FILAS CON DATOS

EXPORTAR DATOS

PORTADA

¡Atención! Filtro activo

65

X	ODS	METAS ODS	TIPO DE IMPACTO	GPES	MODELO GPES	COD AM	PUNTOS FUERTES (PF)	PRIORIDAD	CATEGORÍA DE INDICADOR RELACIONADO
X	ODS 05	Todas	00 CUMPLIMIENTO LEGALIDAD	02 GOBERNANZA	01 PERSONAS COMPROMETIDAS	05_00	Cumplimiento de la normativa en materia de igualdad	ALTA	Transparencia
X	ODS 05	Meta 5.1	01 REDUCCIÓN IMPACTO NEGATIVO	01 PERSONAS	06 PERSONAS INTEGRADAS	05_01	No discriminación por razón de género en las contrataciones	ALTA	Fin de la discriminación
X	ODS 05	Meta 5.1	01 REDUCCIÓN IMPACTO NEGATIVO	01 PERSONAS	01 PERSONAS COMPROMETIDAS	05_02	Trabajadores y trabajadoras con igual retribución por igual trabajo	ALTA	Fin de la discriminación
X	ODS 05	Meta 5.5	01 REDUCCIÓN IMPACTO NEGATIVO	04 SOCIEDAD	12 TRANSFORMACIÓN SOCIAL	05_03	Oportunidades de conciliación por igual a hombres y mujeres	ALTA	Promoción de la igualdad de género
X	ODS 05	Meta 5.2	01 REDUCCIÓN IMPACTO NEGATIVO	01 PERSONAS	06 PERSONAS INTEGRADAS	05_04	Protocolo de prevención de acoso sexual en el entorno laboral incluyendo abusos verbales y físicos	ALTA	Violencia de género
X	ODS 05	Meta 5.c	01 REDUCCIÓN IMPACTO NEGATIVO	04 SOCIEDAD	12 TRANSFORMACIÓN SOCIAL	05_06	Atención para que los productos, servicios y marketing no refuercen estereotipos de género	ALTA	Promoción de la igualdad de género
X	ODS 05	Meta 5.5	02 PROMOCIÓN IMPACTOS POSITIVOS	01 PERSONAS	03 TOMA DE DECISIONES	05_07	Paridad de género especialmente en puestos de responsabilidad	ALTA	Liderazgo femenino
X	ODS 05	Meta 5.5	02 PROMOCIÓN IMPACTOS POSITIVOS	04 SOCIEDAD	12 TRANSFORMACIÓN SOCIAL	05_08	Compromiso con iniciativas o programas que promueven la igualdad de género y el empoderamiento de las mujeres	MEDIA	Liderazgo femenino
X	ODS 05	Meta 5.c	02 PROMOCIÓN IMPACTOS POSITIVOS	01 PERSONAS	06 PERSONAS INTEGRADAS	05_10	Cultura empresarial alineada con el fomento de la igualdad y la integración	ALTA	Promoción de la igualdad de género
X	ODS 05	Meta 5.c	02 PROMOCIÓN IMPACTOS POSITIVOS	01 PERSONAS	01 PERSONAS COMPROMETIDAS	05_11	Políticas empresariales que incluyen la dimensión de género	ALTA	Promoción de la igualdad de género
X	ODS 05	Meta 5.c	02 PROMOCIÓN IMPACTOS POSITIVOS	01 PERSONAS	01 PERSONAS COMPROMETIDAS	05_13	Plan de Igualdad con compromisos, medidas y objetivos concretos	ALTA	Promoción de la igualdad de género

# WEAKNESSES

[ACERCA DE ESTE INFORME](#)
[SELECCIONAR SÓLO LAS FILAS CON DATOS](#)
[EXPORTAR DATOS](#)
[PORTADA](#)

¡Atención! Filtro activo

31

X	ODS	METAS ODS	TIPO DE IMPACTO	GPES	MODELO GPES	COD AM	ÁREAS DE MEJORA (AM)	PRIORIDAD	CATEGORÍA DE INDICADOR RELACIONADO
X	ODS 05	Meta 5.c	02 PROMOCIÓN IMPACTOS POSITIVOS	01 PERSONAS	07 DESARROLLO DE LA EMPLEABILIDAD	05_12	Incluir en el plan de formación la igualdad de género y la no discriminación	MEDIA	Promoción de la igualdad de género
X	ODS 05	Meta 5.c	02 PROMOCIÓN IMPACTOS POSITIVOS	04 SOCIEDAD	12 TRANSFORMACIÓN SOCIAL	05_15	Promover entre los proveedores prioritarios actuaciones que fomenten la igualdad de género	MEDIA	Promoción de la igualdad de género
X	ODS 05	Meta 5.b	03 ACTUACIONES IMPACTO EXTERNO	04 SOCIEDAD	12 TRANSFORMACIÓN SOCIAL	05_16	Analizar las oportunidades que representa para la empresa los retos del ODS 5	MEDIA	Promoción de la igualdad de género
X	ODS 05	Meta 5.c	03 ACTUACIONES IMPACTO EXTERNO	04 SOCIEDAD	12 TRANSFORMACIÓN SOCIAL	05_17	Realizar donaciones a organizaciones cuyo objeto se base en asuntos de género	BAJA	Promoción de la igualdad de género
X	ODS 08	Meta 8.5	01 REDUCCIÓN IMPACTO NEGATIVO	01 PERSONAS	06 PERSONAS INTEGRADAS	08_02	Establecer una sistemática para la incorporación de las nuevas personas	ALTA	Creación de trabajo decente
X	ODS 08	Meta 8.5	02 PROMOCIÓN IMPACTOS POSITIVOS	01 PERSONAS	11 COMPROMISO CON EL ENTORNO	08_10	Implementar herramientas para la gestión de la diversidad	BAJA	Atención a la Diversidad
X	ODS 12	Meta 12.2	01 REDUCCIÓN IMPACTO NEGATIVO	04 SOCIEDAD	11 COMPROMISO CON EL ENTORNO	12_02	Incorporar el Eco-diseño en los procesos de lanzamiento de productos y/o servicios	BAJA	Productos sostenibles
X	ODS 12	Meta 12.4	01 REDUCCIÓN IMPACTO NEGATIVO	04 SOCIEDAD	11 COMPROMISO CON EL ENTORNO	12_06	Reducir contaminación atmosférica, hídrica, del suelo y acústica. Establecer un plan de reducción de la huella ambiental	ALTA	Reducción de residuos
X	ODS 12	Meta 12.2	02 PROMOCIÓN IMPACTOS POSITIVOS	04 SOCIEDAD	11 COMPROMISO CON EL ENTORNO	12_12	Sistematizar la gestión ambiental	BAJA	Uso sostenible de los recursos
X	ODS 12	Meta 12.6	02 PROMOCIÓN IMPACTOS POSITIVOS	04 SOCIEDAD	11 COMPROMISO CON EL ENTORNO	12_13	Elaborar una memoria de sostenibilidad ambiental	BAJA	Uso sostenible de los recursos
X	ODS 12	Meta 12.5	03 ACTUACIONES IMPACTO EXTERNO	04 SOCIEDAD	12 TRANSFORMACIÓN SOCIAL	12_14	Promover producción y consumo responsable en la cadena de suministro	BAJA	Cadena de Valor sostenible



# INDICATORS

## INDICADORES

PORTADA

93

CATEGORÍA DE INDICADOR	MODELO GPES	ODS RELACIONADO	COD	DESCRIPCIÓN DEL INDICADOR
Fin de la discriminación	01 PERSONAS	ODS 5 Igualdad de género	I-05-01	<b>Brecha salarial promedio:</b> diferencia porcentual entre los salarios promedio de hombres y mujeres. Fórmula: $(\text{Salario promedio de hombres} - \text{Salario promedio de mujeres}) / \text{Salario promedio de hombres} * 100$ .
Fin de la discriminación	01 PERSONAS	ODS 5 Igualdad de género	I-05-02	<b>Participación en la fuerza laboral:</b> proporción de hombres y mujeres en diferentes niveles jerárquicos o posiciones empresariales. (puede indicar posibles sesgos salariales de carácter estructural).
Fin de la discriminación	01 PERSONAS	ODS 5 Igualdad de género	I-05-03	<b>Remuneraciones medias</b> y su evolución desagregados <b>por sexo</b> , edad y clasificación profesional o igual valor.
Fin de la discriminación	01 PERSONAS	ODS 5 Igualdad de género	I-05-04	<b>Rotación de empleados</b> por grupo de edad, sexo y región.
Fin de la discriminación	01 PERSONAS	ODS 5 Igualdad de género	I-05-05	<b>Estabilidad del empleo:</b> Promedio anual de contratos indefinidos, temporales y a tiempo parcial por sexo, edad y clasificación profesional.
Fin de la discriminación	01 PERSONAS	ODS 5 Igualdad de género	I-05-06	<b>Número de despidos</b> por sexo, edad y clasificación profesional.
Liderazgo femenino	01 PERSONAS	ODS 5 Igualdad de género	I-05-07	<b>Composición de los órganos directivos</b> , desglosado por categoría de empleado en función del sexo, grupo de edad, pertenencia a minorías y otros indicadores de diversidad.
Liderazgo femenino	01 PERSONAS	ODS 5 Igualdad de género	I-05-08	<b>Proporción de mujeres en posiciones de liderazgo:</b> Porcentaje de mujeres ocupando puestos directivos o de alta jerarquía en la empresa.
Participación plena y efectiva	01 PERSONAS	ODS 5 Igualdad de género	I-05-09	<b>Índice de participación en oportunidades de desarrollo profesional</b> (capacitación, promociones, asignación de proyectos, etc.) <b>segmentado por género</b>
Promoción de la igualdad de género	01 PERSONAS	ODS 5 Igualdad de género	I-05-10	<b>Recursos de la empresa dedicados a proyectos y programas</b> destinados a la igualdad de género y la promoción de derechos de la mujer.
Promoción de la igualdad de género	01 PERSONAS	ODS 5 Igualdad de género	I-05-11	<b>Índice de formación en igualdad:</b> Evaluación de la capacitación y sensibilización en cuestiones de género ofrecida a empleados y directivos de la empresa.
Promoción de la igualdad de género	01 PERSONAS	ODS 5 Igualdad de género	I-05-12	<b>Conciliación:</b> Número total de empleados que disfrutaban de <b>permiso parental, por sexo</b> .

**GREEN TRANSITION PROCESS  
REDUCE YOUR CARBON FOOTPRINT  
WITH VALOR'ESS**





- UDES : Union of Employers in the Social Economy
- Our mission :
  - 8 Defending the interests and values
- National and regional level :
  - 8 Authorities link to the labour code
  - 8 Government meeting
  - 8 Creates links between employers



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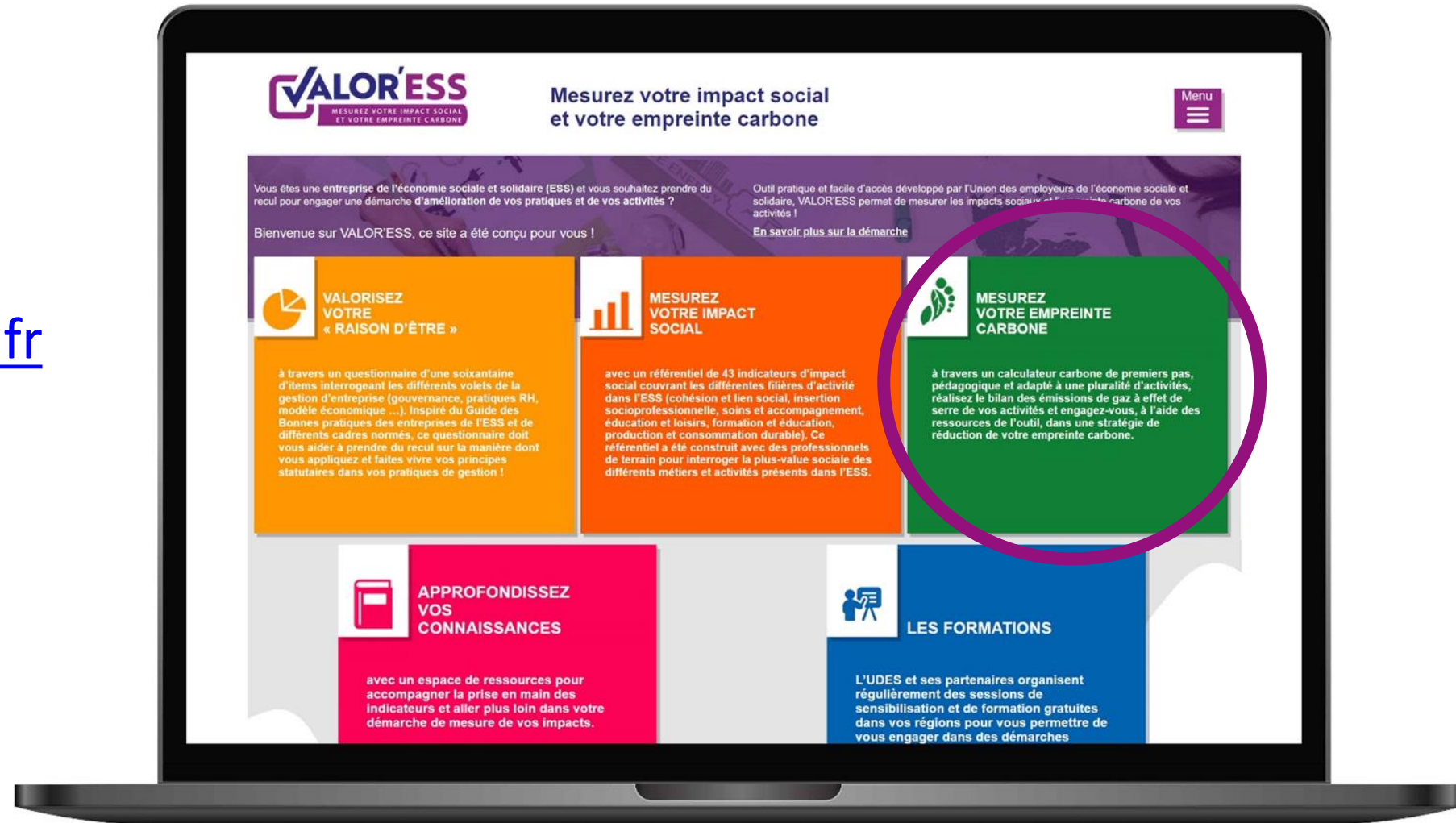
## VALOR'ESS CARBON TOOL

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Employeurs  
*engagés !*

# CARBON FOOTPRINT TOOL

[www.valoress-udes.fr](http://www.valoress-udes.fr)



## ➤ WHY THIS TOOL ?

- ❖ European Climate law – carbon neutrality by 2050
  - ❖ Help the small organisation
  - ❖ Enable organisations to adopt a continuous improvement approach that is more respectful of the environment
-

## ➤ TARGET AUDIENCE

- ❖ Small organisation
- ❖ Carbon footprint's beginner
- ❖ Emissions reduction strategy

## ➤ HOW IT WORKS ?

- ❖ Free tool, easy to use
  - ❖ 11 greenhouse gas emissions items
  - ❖ Recap card with a synthèse
  - ❖ 11 practical guide with concret examples of actions
  - ❖ A user service contact : [contact@valoress-udes.fr](mailto:contact@valoress-udes.fr).
-

**Employeurs  
engagés !**

# CARBON FOOTPRINT TOOL



Mesurez votre impact social  
et votre empreinte carbone

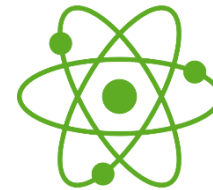
Menu



Accueil > Mesurez votre empreinte carbone - Les indicateurs

## Les indicateurs

1. Energy
2. Business trip
3. Home-work commute
4. External travel (tourist, customer...)
5. Freight
6. Purchase
7. Fixed assets
8. Waste
9. Other
10. Product
11. Investment



**11 greenhouse gas emissions  
items**



**Level 1 or 2**

## ➤ THE TRAINING COURSE

- ❖ With professional carbon experts
  - ❖ 11 hours of training (7 hours on site, and 4 hours remotely)
  - ❖ 8 to 12 course participants
  - ❖ Understand the carbon issues
  - ❖ Understand the tool
  - ❖ Action plan to reduce greenhouse gas emissions
-



- 11 action sheets have been created for the 11 main emission sources :

- Context

- Useful tips

- Pictogram : Avoid | Reduce | Compensate







### Fiche pratique : Intrants, Achats

**CONTEXTE**

Le SCOPE 3 du bilan carbone regroupe l'ensemble des émissions indirectes non associées à l'énergie (achats, déplacements, déchets, etc...). Parfois négligées dans les plans de décarbonation, les émissions du SCOPE 3 sont en moyenne 5,5 fois plus importantes que les opérations directes d'une entreprise, notamment via les achats de biens (matières premières, alimentation, produits finis, etc...) et de services. Dans un bilan carbone, il est important d'essayer de mesurer ces données en flux physique (poids matériaux, nombre d'unités achetées, etc...) pour diminuer l'incertitude.


En 2021, les émissions associées aux importations représentent un peu plus de la moitié (51 %) de l'empreinte carbone de la France.

En plus de constituer un enjeu économique important, le poste des achats représente donc un levier essentiel dans la réduction des émissions de gaz à effet de serre. Il s'agit alors de favoriser une approche en cycle de vie et de prioriser les produits moins carbonés.


**Privilégier les produits éco-conçus :**

L'éco-conception consiste à intégrer la diminution des impacts environnementaux d'un produit ou d'un service sur l'ensemble du cycle de vie (conception, distribution, utilisation et fin de vie).


L'éco-conception permet de réduire de **10 à 40 %** les impacts environnementaux tout au long du cycle de vie d'un produit.

**Allonger la durée de vie des produits :**

Entretien et réparer ses produits, c'est allonger leur durée de vie et ainsi éviter les émissions de GES liées à l'achat et donc à la production d'un produit neuf. Depuis 2021, l'**indice de réparabilité** informe les consommateurs du caractère plus ou moins réparable de 9 catégories de produits informatique et électroménagers.

**Se tourner vers le réemploi, la location ou la mise en commun des produits :**


De même, le réemploi et la location permettent d'éviter les émissions de GES liées à la fabrication de nouveaux produits. Mettre en commun des produits peu utilisés, c'est aussi s'associer à d'autres organisations, développer son réseau et étendre son impact positif.

**Adopter une alimentation moins carbonée :**

L'achat de nourriture constitue une source importante d'émissions de GES via la production agricole, le conditionnement et le transport des produits. Les aliments les plus émetteurs étant la viande rouge, suivis du poisson, du porc et du poulet. Réduire ses émissions, c'est aussi adapter son alimentation en y incluant plus de sources végétales, mais aussi des produits locaux et de saison.


La production de viande de bœuf émet en moyenne **7,2 fois plus de CO<sub>2</sub>e** que celle de poulet, et environ **52 fois plus** que les céréales et légumineuses.

Acheter une tomate française hors-saison produite sous une serre chauffée émet presque **10 fois plus de CO<sub>2</sub>e** qu'une tomate locale et de saison.


**Se tourner vers des produits moins émissifs dans leur processus de fabrication :**

Lorsque cela est possible, substituer les biens achetés comme les matières premières par des matériaux bas-carbone ou recyclés.

La production d'une tonne d'acier recyclé émet environ **938 kg de CO<sub>2</sub>e**, contre **2210 kg de CO<sub>2</sub>e** pour de l'acier neuf, soit une **réduction de 58 %**. La filière « **acier décarboné** » (aciérie électrique bas carbone) commence également à voir le jour avec une production **3 à 4 fois moins carbonée**.

**Engager ses fournisseurs pour décarboner la chaîne de valeur :**

Engager une démarche de décarbonation avec les fournisseurs permet de renforcer les collaborations, accroître la résilience de la chaîne de valeur et étendre son impact positif à différents acteurs en diffusant les bonnes pratiques. Cela passe également par la collaboration avec de nouveaux acteurs comme ceux de l'économie circulaire.

**Privilégier les entreprises de services ayant engagé une démarche de décarbonation :**

Le poste des achats concerne également l'achat de services. Dans ce cas, il est préférable de se rapprocher d'organisations ayant engagé une démarche de réduction des émissions de GES. Exemples de services : prestations de nettoyage, d'entretien, de réparation, sous-traitance diverse mais aussi assurances, services bancaires (voir sur ce sujet fiche Investissements)

**POUR ALLER PLUS LOIN**

Ressources :

- Ademe – Labels environnementaux
- Ademe – Achats responsables Ademe
- Ademe – Reconnaître le greenwashing

Aides :

Selon le type de biens. Exemple : pour les matériaux de construction biosourcés, de nombreux EPCI, départements, régions favorisent leur achat.

Source chiffres : ADEME, Greenly



## ➤ THE PARTNER OF THE PROJECT :

- ❖ Carbon expert : Association for low-carbon transition (Association pour la transition bas carbone)
- ❖ Financial partners (Bank and government authority)
- ❖ Social and Solidarity Economy organisations
- ❖ Employers

### ➤ ROLL OUT TRAINING

- ❖ In 2024, 8 cities in France
- ❖ In 2025, 10 cities (same and other)
- ❖ *Create a new training, to further information ?\**

### ➤ CREATE LINK BETWEEN USERS

- ❖ In June, 1 event to 1 event to bring employers together and enable them to exchange ideas
- ❖ During the year, 1 or 2 videoconference meeting to video conference meetings to enable users to discuss their practices with the tool, action plans, etc.
- ❖ *Linked'in group with the users ?\**
- ❖ Animate the community

### ➤ IMPROVE THE TOOL

- ❖ With user recommendations
- ❖ With legal requirements.

*\* Just ideas*

**Employeurs**  
*engagés !*

ANY QUESTIONS ?



➤ USEFUL LINKS :

- ❖ The tool : [Connexion \(valoress-udes.fr\)](http://valoress-udes.fr)
- ❖ Ressource file : [Valor'ESS Fiches pratiques environnementales \(valoress-udes.fr\)](http://valoress-udes.fr)



Employeurs  
*engagés !*

I'M AVAILABLE TO DISCUSS



MAËLA VALEMBOIS

CSR project manager

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# Groupe One

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## SUSTAINABLE ENTREPRENEURSHIP

is in our DNA

For 25 years, Groupe One has been driving economic and territorial change in Belgium towards a model positively impacting the environment and humanity.

3 areas of expertise



Sustainable  
Food system



Circular  
Economy

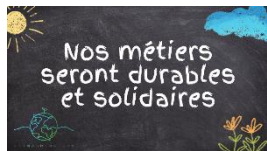


Transition of cities  
and local territories

# Our 3 mission pillars

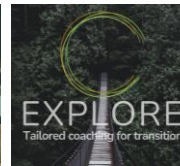
## Inspire

Sensitization to  
sustainable  
entrepreneurship &  
advocacy



## Support

Incubators  
Individual coaching  
Hosting &  
financing



## Change

Lead transition  
innovation projects  
on local level







# EXPLORE

Tailored coaching for transition

## Our Objective



**Increase the number of companies** significantly interested in engaging in a transition process.



**Increase the impact** of companies already on a transition trajectory.

**OUR AUDIENCE: SMALL & MICRO COMPANIES**

Entrepreneurs can work on themes:



Reduce **energy**  
consumption and costs



Integrate more circularity  
in the **business model**



Source from **local**  
**suppliers**



Raise awareness and  
**communicate** about  
positive impact actions



**Reduce waste** and  
eliminate food waste



Rethink **governance** and  
involve teams



# EXPLORE

## Our methodology



CARBON REPORT  
SIMPLIFIED FOR MICRO &  
SMALL COMPANIES



E-LEARNING &  
INSPIRATION PODCASTS

A DEDICATED  
TRANSITION-  
COACH



COLLECTIVE  
WORKSHOPS



NETWORKING  
EXPERTS AND  
BUSINESSES

With Explore, entrepreneurs get:

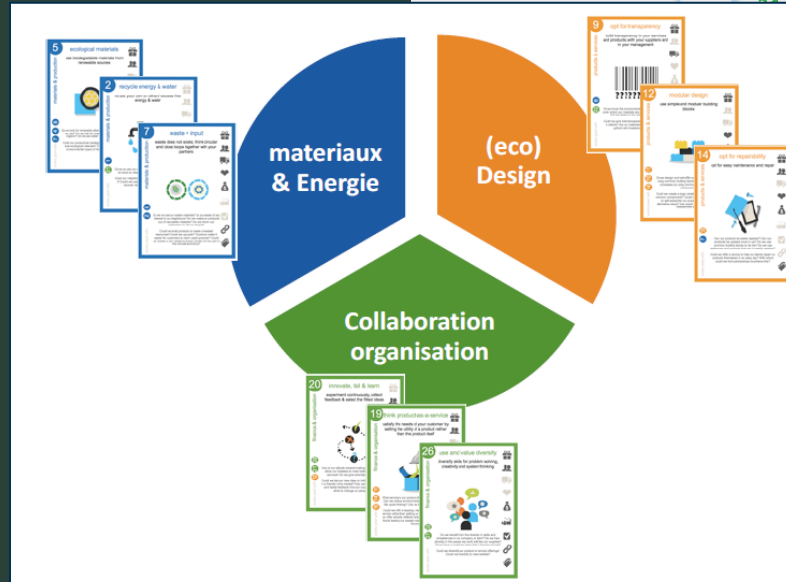
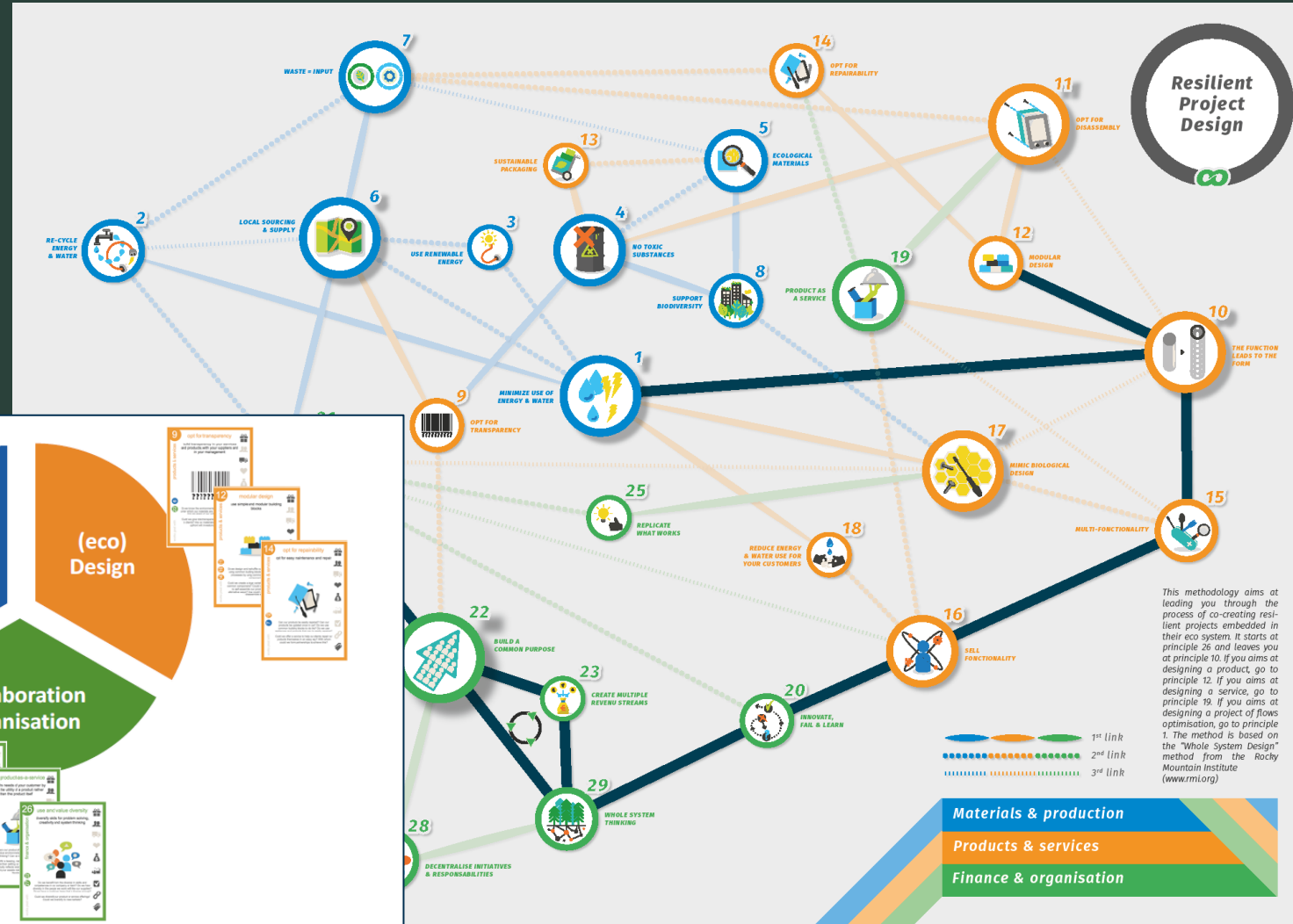
- A **diagnosis** of their sustainable development challenges (including a carbon footprint assessment)
- A **concrete action plan** based on their on-the-ground reality
- A **dedicated** coach-transition: >20h coaching along with 4 days dedicated to their action plan within your company to facilitate the execution
- Support in **obtaining labels** (focus on Brussels region)

# EXPLORE

Ex. tool for  
coaching:

## Resilient Coaching Cards

Open source: available [here](#)



# EXPLORE

Ex. tool for  
assessing  
Carbon Emissions:

**ECOTOOLKIT**

Open source: available [here](#)



## Practically

- Since 2022
- 2 programs / year
- Group of 10 companies
- Duration: 3 to 4 months
- Target: Micro & small companies
- Region of Brussels





## Program key features

### Dedicated coach-transition

A coach expert in sustainable entrepreneurship

### A tailored journey

A coach who adapts to the entrepreneur's pace and personalized content according to their needs.

### A focus on the objectives that motivate the entrepreneur

Based on the diagnosis and the themes that motivate the entrepreneur.

### Sensitization of the team

To ensure mobilization & engagement of the team

### Experts from your sector

a panel of transition experts available to strengthen the action plan

### Support groups among entrepreneurs

Exchange with peers and enrich themselves during group work sessions

### An amazing community

Welcome to the community of transition entrepreneurs. Access to the network, training and networking activities among peers.



# Contact

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Enterprises in transition

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Explore program

[www.groupeone.be/explore](http://www.groupeone.be/explore)



**Mondragon  
Unibertsitatea**

Faculty of  
Engineering

# **ECSI Circular Training**

# Index

- **CEIS group**
- **Promoting the transitions to the Circular Economy**
- **ECSI Circular Training**
- **Results**

# CEIS group

## Researchers



**Daniel**



**José Alberto**



**Joan Manuel**



**Jokin Murillo**

TFM. Sustainable campus  
management (MUCS)



**Dra. Dorleta Ibarra**  
Circular and  
Sustainable  
Business Models



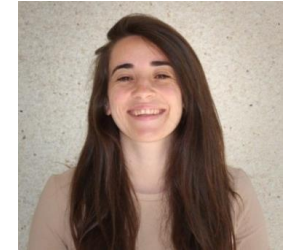
**Dra. Leire Gorroño**  
Sustainable  
Industrial Production



**Dr. Borja Díez**  
LCA and Renewable  
Energy Technologies



**Dra. Eider Mendiburu**  
Renewable Materials  
and Recycling



**Ane Arrizabalaga**  
Ecodesign and eco-  
technologies

## PhD students



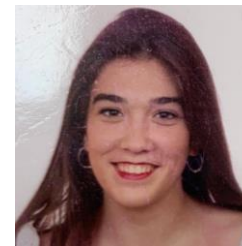
**Idoia Urain**  
Industrial circular  
economy tools



**Aitor Picatoste**  
Ecodesign and LCA of  
EV batteries



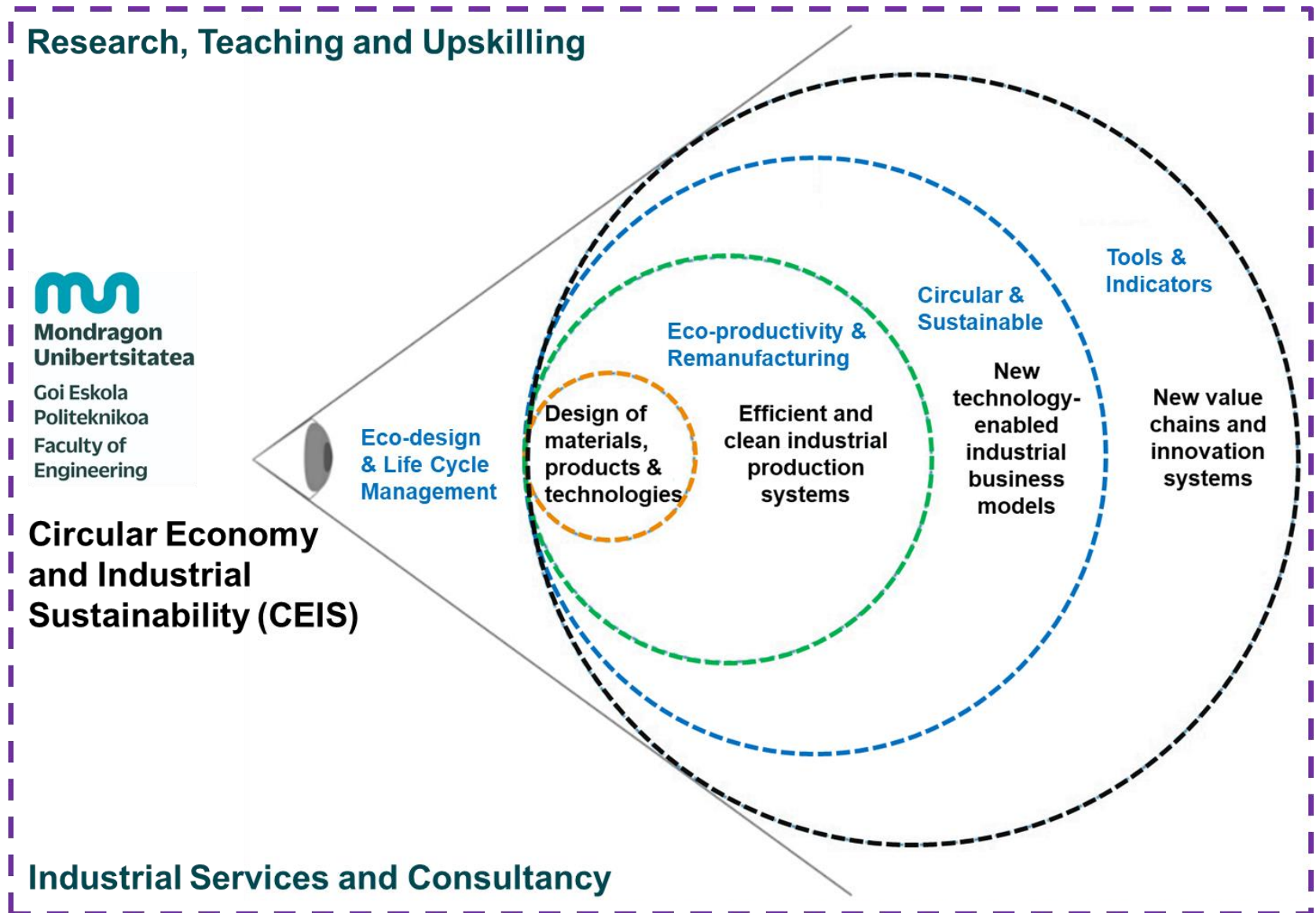
**Lierni Rabanete**  
Sustainable energy  
communities



**Irati Ruiz de Azua**  
Circular electronic  
products



**Marta Díez**  
Sustainable LCM of  
wind turbine blades



# Promoting the transition to the Circular Economy

From **2018 to 2023** with funding from the Department of Economic Promotion, Rural Environment and Territorial Balance of the Provincial Council of Gipuzkoa and IHOBE, tools have been developed and tested to support the transition of companies (micro-SMEs, SMEs) towards the Circular Economy (CE).



This has made it possible to identify the need for training/capacity building for companies to move towards the CE.

For these reason, ECSI Circular Training project was created.

# ECSI Circular Training

The aim of the project was to promote CE capabilities and competencies in organizations in Gipuzkoa through a lifelong learning system for a sustainable ecological transition.

Thus, in order to enable organizations to acquire a holistic view of the CE.

*Sensitization,  
awareness raising  
and best practices*

Identify opportunities

*Training of people  
in CE competencies*

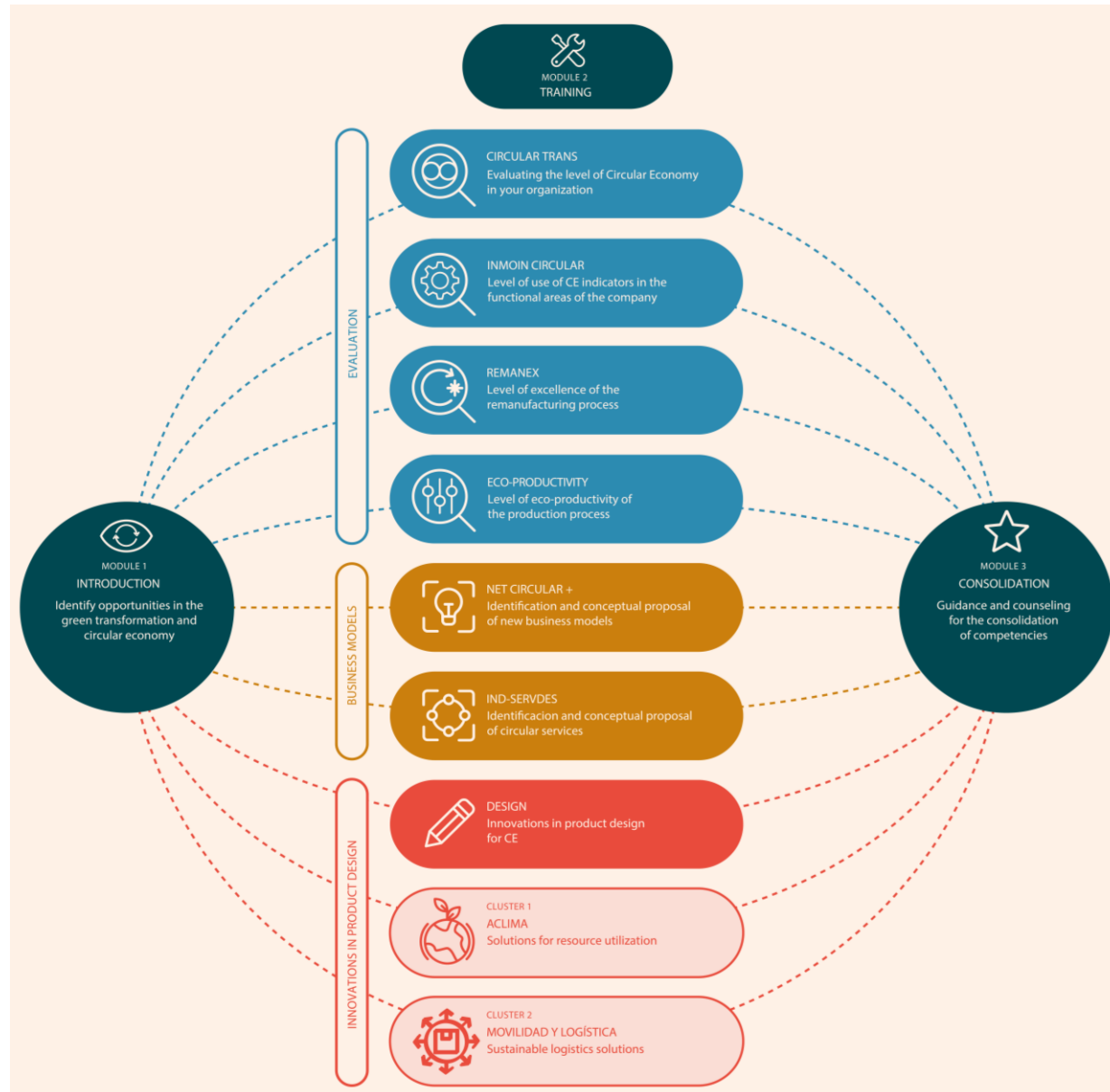
Training

*Guidance and  
accompaniment in the  
consolidation of  
competencies acquired  
in CE*

Implementation



# ECSI Circular Training



# ECSI Circular Training



32 people from 19 companies participated in the module 1 workshops

# ECSI Circular Training



MODULE 2  
TRAINING

## EVALUATION



CIRCULAR TRANS

Evaluating the level of Circular Economy  
in your organization



REMANEX

Level of excellence of the  
remanufacturing process



INMOIN CIRCULAR

Level of use of CE indicators in the  
functional areas of the company



ECO-PRODUCTIVITY

Level of eco-productivity of  
the production process

<https://circulartrans.mondragon.edu>

A total of 45 people from 26 companies participated in the module 2  
evaluation sessions

# ECSI Circular Training



MODULE 2  
TRAINING

## BUSINESS MODELS



NET CIRCULAR +  
Identification and conceptual proposal  
of new business models

<https://www.netcircularplus.eus/en/home/>

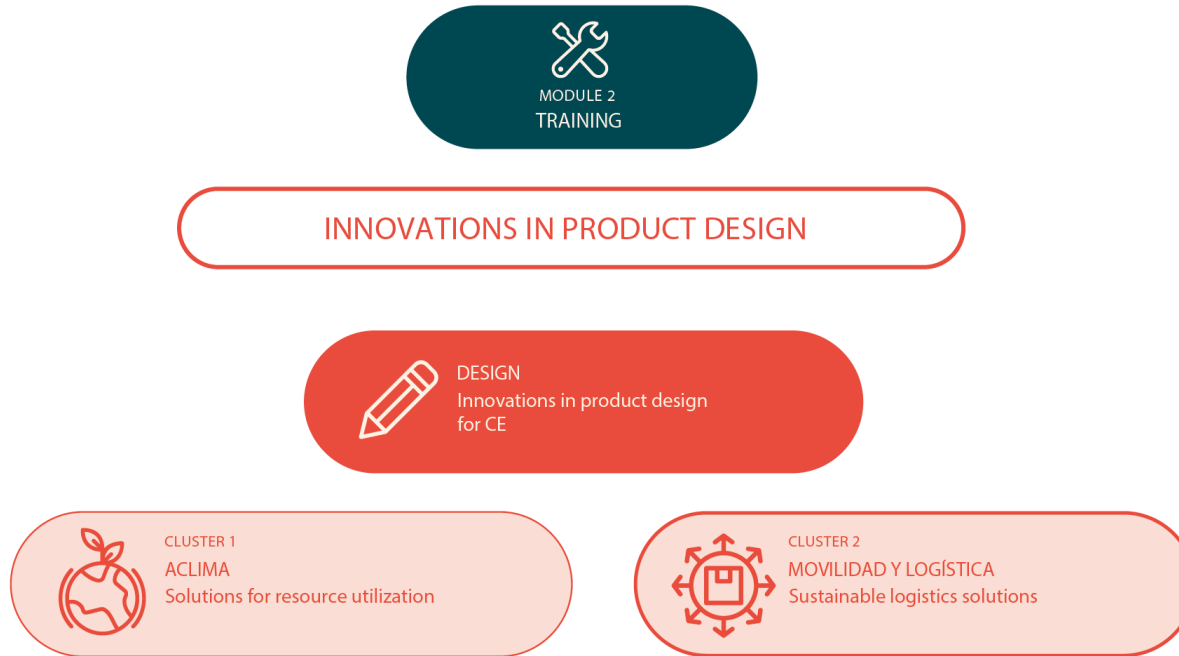


IND-SERVIDES  
Identification and conceptual proposal  
of circular services

<https://dbz.mondragon.edu/es/proyecto-ind-servdes>

A total of 12 people from 8 companies participated in the module 2  
business models sessions

# ECSI Circular Training



A total of 23 people from 20 companies participated in the module 2 innovations in product design sessions

# ECSI Circular Training



7 companies participated in guidance and counseling module for the consolidation of competencies

# Results

Participation of 73 companies, both large and small, and 212 people in the conferences held.

Companies need to be accompanied to guide them throughout the process.

Agents are needed to drive companies to start moving towards CE.

The feedback received by the participants has been positive and they have mentioned that the training has helped them to gain knowledge about CE and to know how to start moving towards CE.

Although the project has been favorable, the lowest participation has been in innovation in product design for CE.

Eskerrik asko  
Muchas gracias  
Thank you

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**Emmanuel MOSSAY**  
**Research & Innovation Director**



# Agenda



1. **EcoRes & Evolve**
2. **Open methodologies**
3. **Open tools**

# Agenda



- 1. EcoRes & Evolve**
2. Open methodologies
3. Open tools



## Fields



**CLIMATE  
RESILIENCE**



**CIRCULAR  
ECONOMY**



**FOOD SYSTEM**



**COLLECTIVE  
INTELLIGENCE AND  
COOPERATION**

## Services



**Diagnosis, consulting  
and support**



**Incubation and  
project management**



**Training and  
coaching  
activities**



**Research and  
Innovation**

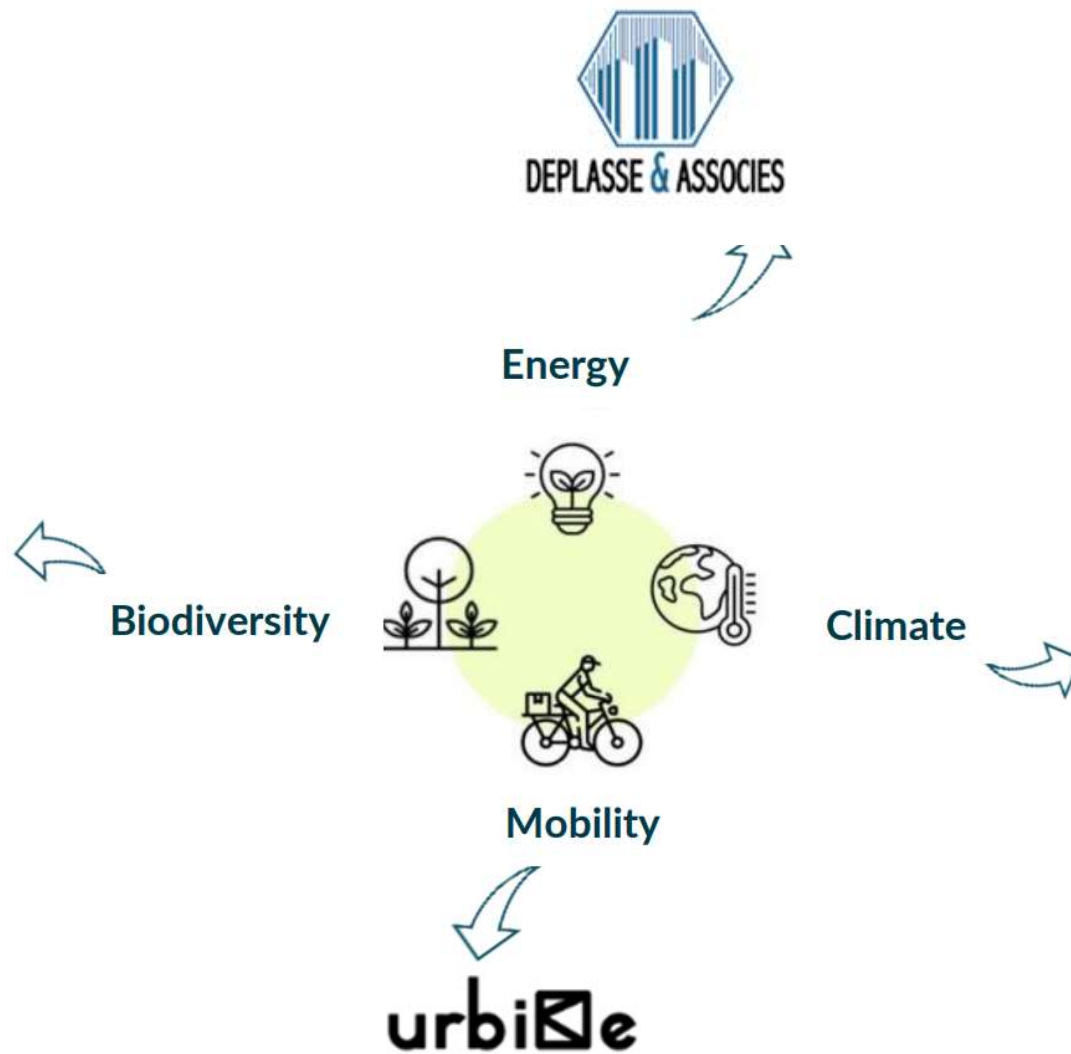


4 pioneers in sustainable development have joined forces to offer a support programme incorporating the most advanced expertise in energy, climate, the circular economy, sustainable food, biodiversity, mobility and logistics.





**BEEODIVERSITY**  
regenerating value





# Agenda



1. EcoRes & Evolve
- 2. Open methodologies**
3. Open tools



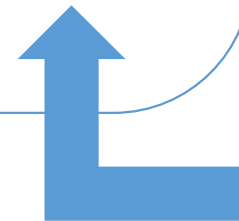
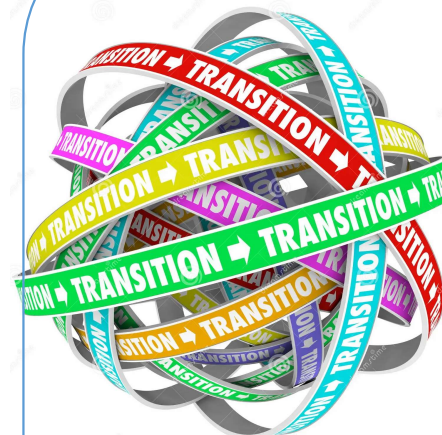
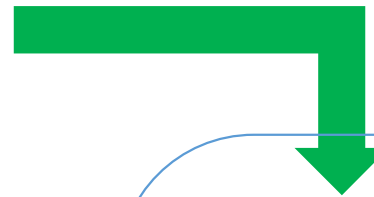


# Circular Business Models and Values Propositions Levers



## Circular BM's

- A. Circular inputs
- B. Raw materials' recovery
- C. Extend the usage
  - C.1. Refurbishing (soft operations, e.g.: cleaning)
  - C.2. Technical Approving
  - C.3. Repairing
  - C.4. Upgrading (same function, new version)
  - C.5. Retrofitting (same/extra function, disruptive version)
  - C.6. Recovering (parts)
  - C.7. Repurposing (other function and/or industry)
- D. Increase / Share the usage
  - D.1. Sharing equipments'
- E. PSS (Product as a service)
  - E.1. "Product oriented" : Extra / predictive maintenance
  - E.2. "Service oriented" : "Second life equipments" as a service
  - E.3. "Results oriented" : Outsourcing - Leasing services



## Value Proposition Levers

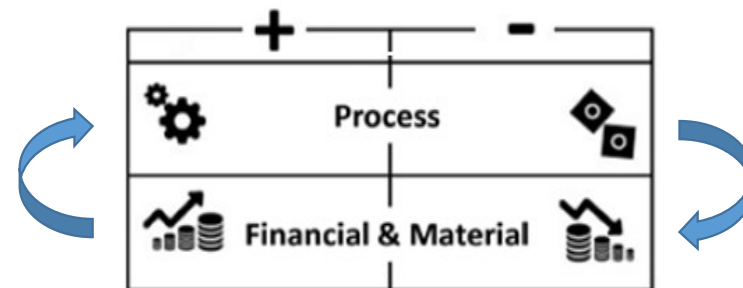
### End-users:

1. Reselling (2nd/ 3rd sales of a product)
2. Upselling (extra volume of the same product)
3. Cross-selling (other product to existing client)
4. Outranking (outperforming 2nd life products to "lower" segments)
5. Upgrading (products)
6. Upgrading (services)
7. Extending the warranty & SLA
8. Loyalty Programming

### Value Chain:

9. Channel extra value
10. Channel cost reductions
11. « Cross-channels Approach
12. Extra Stakeholders involvement
13. "Trans-sectorial" approach

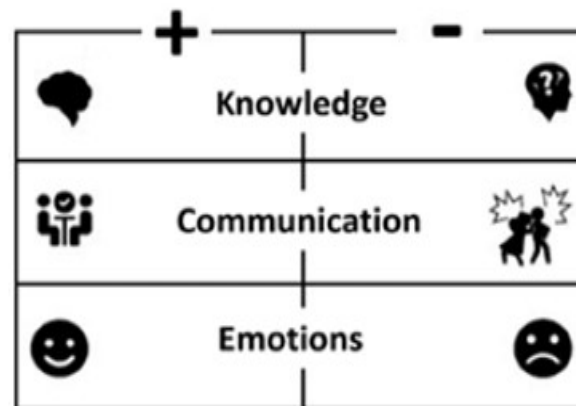
# 7D Values



**2** material  
Values

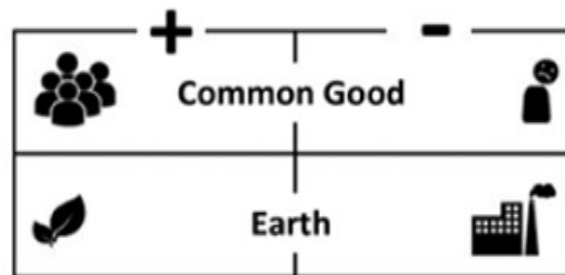
Source: 7DValue , [shiftingeconomyEbookCompleet.pdf](http://shiftingeconomyEbookCompleet.pdf) (philoma.org)

## 7D Values



**+3** **immaterial**  
**Values**

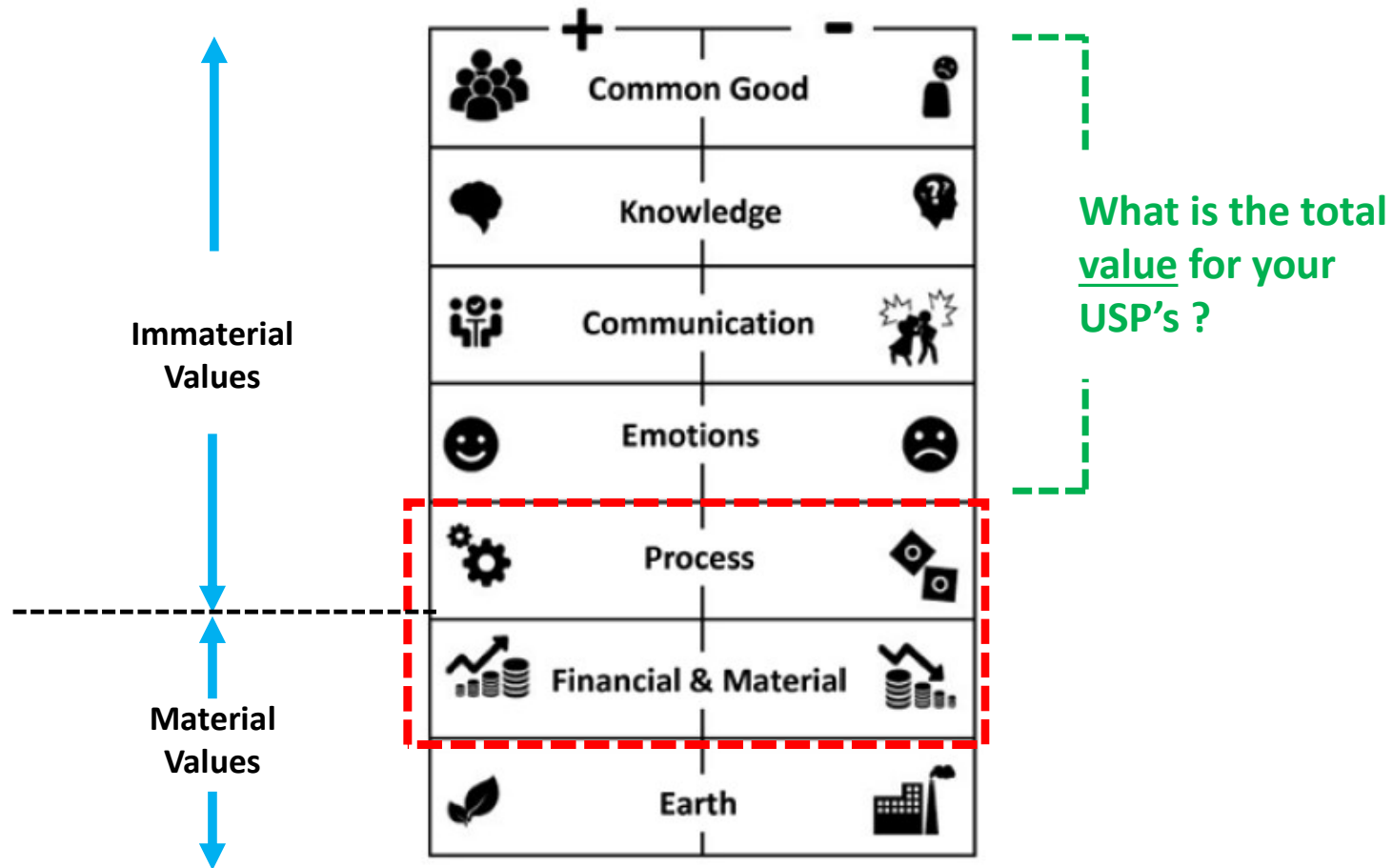
## 7D Values



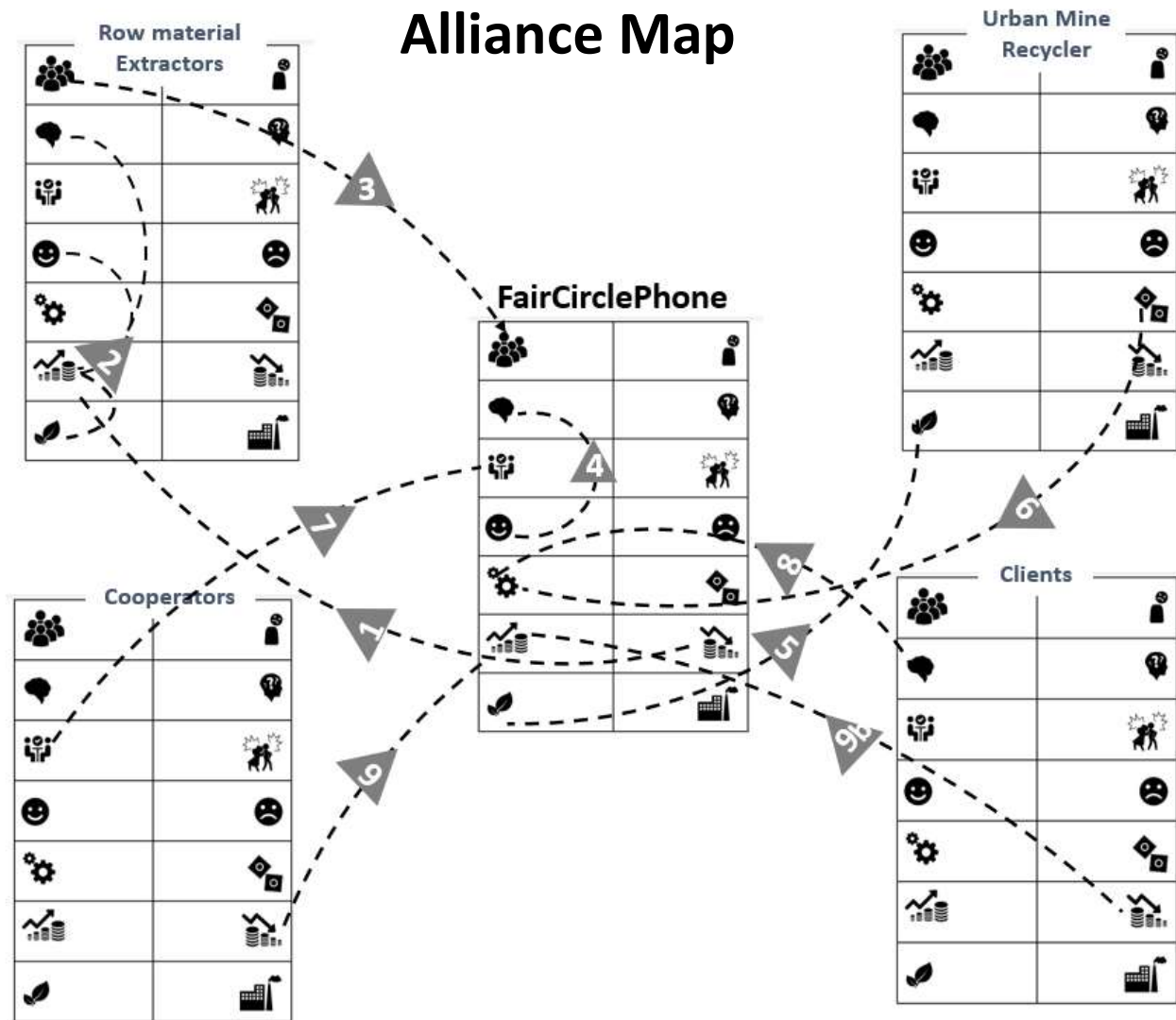
**+2** universal  
Values

Source: 7DValue , [shiftingeconomyEbookCompleet.pdf](http://shiftingeconomyEbookCompleet.pdf) (philoma.org)

# 7D Values



Source: 7DValue , [shiftingeconomyEbookComple.pdf](#) (philoma.org)



Source: 7DValue , [shiftingeconomyEbookComple.pdf](#) (philoma.org)

# Agenda



1. EcoRes & Evolve
2. Open methodologies
- 3. Open tools**

You are on the right track!

Your company is **in transition** towards a circular operation. Based on your answers, you have received a score of **50 %**.



## Your profile

Legal status	Cooperative (SC)
Number of employees	10 to 49 employees
Date of the creation of your company	2020
Core business	Social action and human health
Company offering intangible services?	No
Turnover / annual balance sheet total	Turnover larger than €10 million and smaller than €50 million, or annual balance sheet total larger than €10 million and smaller than €43 million

Based on your results, we have some specific **advice** for you:

- [Core business](#)
- [Transition management](#)
- [Market and regulation](#)

## How did we arrive at this result?

Your score corresponds to the sum of the results per topic.



## Self-assessment of your company's circularity





**VO**

communication  
& leisure  
group



# circular event toolkit

*Transform the Belgian events sector  
from a linear model that generates  
environmental impacts  
to a circular, ecological & ethical model.*

[homepage - Circular Event Toolkit \(circular-event.eu\)](https://circular-event.eu)



# Contacts

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[Emmanuel.Mossay@ecores.eu](mailto:Emmanuel.Mossay@ecores.eu)



# Welkom



**Sociaal  
Circulaire  
Hub Gent**

# Sociaal-circulaire hub?

## 12 hubs voor circulair en sociaal ondernemerschap

Meer info op [www.circulairwerkt.be](http://www.circulairwerkt.be)

Van Brugge tot Genk, van Oudenaarde tot Leuven, kan je terecht bij de 12 regionale sociaal-circulaire hubs. Ze bieden je inspiratie, matchmaking en ondersteuning.



# Sociaal-Circulaire Hub Gent?



# Sociaal-Circulaire Hub Gent

Doel: sociaal-circulair ondernemen in Gent stimuleren

- In kaart brengen

- ☐ Bouw

- ☐ Voeding

- ☐ Textiel/verpakkingen/...

- Verbinden

- ☐ 'Rol bouwafval een nieuw leven in!'

- ☐ Nieuwe bouwbijsamenkomst(en) op basis van noden

- Richting geven

# Richting geven: financiering

Innoveren binnen één bedrijf of met enkele bedrijven samen...

- VLAIO, KMO groeisubsidie, tot €50k, KMO's in de maak- en bouwindustrie, volgende deadline 30/4  
<https://www.vlaio.be/nl/subsidies-financiering/kmo-groeisubsidie>
- VLAIO, onderzoeksproject, min. €100k, 25-60% van begroting,  
<https://www.vlaio.be/nl/subsidies-financiering/onderzoeksproject>
- VLAIO, ontwikkelingsproject, €25k – €3m, 25-50% van begroting,  
<https://www.vlaio.be/nl/subsidies-financiering/ontwikkelingsproject>
- Werk en sociale economie, innovatie, tot €50k, SE-bedrijven en partners, deadline 31/3, looptijd 1 jr  
<https://www.socialeconomie.be/alle-oproepen>

... of eerder systemisch innoveren?



# Volg en contacteer ons!



<https://forms.gle/XzMKufnvSZHntBrF7>



<https://www.facebook.com/SociaalCirculaireHubGent>



<https://www.linkedin.com/company/sociaal-circulaire-hub-gent/>



<https://stad.gent/nl/werken-ondernemen/nieuws-evenementen/sociaal-circulaire-hub-gent-van-start>





## **SKI.F.T. – Skills for Transition – Increasing the Impact of Micro and Small Social Economy Enterprises**

### **Task 2.2 Screening of Existing Competence Development Schemes**

At the outset of the SKI.F.T. project, project partners identified different type of competence development schemes/capacity-building programmes and tools developed by their own organisations or other actors, which could provide inspiration for green transition-related work with micro and small social economy enterprises. A selection can be found below. This list is not exhaustive! Partners decided to take into consideration tools and programmes that target also other type and dimensions of enterprises. Much of the existing offer was not conceived specifically for social economy enterprises. Only a few programmes and tools are addressing specifically micro and small social economy enterprises. Nevertheless, many, if not all courses, guidelines and instruments mentioned can inspire also for the development of specific capacity-building measures and tools for micro and small social economy enterprises.

Some tools might be accessible only in the specific countries in which they were developed – however, they might still serve as an example and model for similar initiatives taken by social economy intermediary organisations, public authorities and others. g

Below we sought to categorise them according to type, content and language. Nevertheless, overlaps are of course possible.

- OT/S = Online tools/Software
- G – Guidelines and related tools
- L - Label
- M – Methodology

- T – Training
- A – Advice
- AN – Analysis (publication)

### Environmental Impact Assessment/Carbon footprint

Title	Author/Provider	Target group	Main topic(s) dealt with	What?	Country	Language	Link
Programmes/Tools available in English language (and other languages)							
VALORES Carbon Calculator	UDES	Social economy enterprises/organisations	Carbon calculator and related practical guidance/action sheets	OT – A - T	France	FR/EN	<a href="https://www.valoress-udes.fr/mesurez-votre-empreinte-carbone-les-indicateurs">https://www.valoress-udes.fr/mesurez-votre-empreinte-carbone-les-indicateurs</a>
Ecotoolkit	Ecotips 2.0 (European Project Consortium)	Small enterprises/organisations	Environmental tools for small enterprises, including Ecoscan (measuring carbon footprint) and Ecomapping	OT/S - A	European	BG-EE-EN-FR - SL	<a href="https://ecotoolkit.eu/index.php">https://ecotoolkit.eu/index.php</a>

Impact Track	Impact Track	Social Organisations	Social&Environmental Impact Measurement/ Mobilising social investors	OT – A - F	France	English	<a href="https://impacttrack.org/en/#platform">https://impacttrack.org/en/#platform</a>
Publication on the Social Balance Tool	Solidarity Economy Network of Catalonia (XES)	Social economy enterprises in Spain		AN	Europe	English	<a href="https://mcusercontent.com/3a463471cd0a9c6cf744bf5f8/files/b86afc11-1cab-13ff-afd3-d5ec375a8610/CECOP_lasting_impact_digital.pdf">https://mcusercontent.com/3a463471cd0a9c6cf744bf5f8/files/b86afc11-1cab-13ff-afd3-d5ec375a8610/CECOP_lasting_impact_digital.pdf</a>
Common Good Matrix 5.0/Balance Sheet 5.0	Economy for the Common Good	All type of enterprises/organisations	Evaluation of social/environmental sustainability and impact, as well as performance of the enterprise regarding transparency and participation ('co-determination')	T - A	International	English	<a href="https://www.ecogood.org/apply-ecg/common-good-matrix/">https://www.ecogood.org/apply-ecg/common-good-matrix/</a>

Carbon Balance® Method	ADEME	Any kind of enterprise/organisation	Quantify greenhouse gas emissions generated by activities, products and/or services	OT/S - A	Belgium	EN – FR - NL	<a href="https://www.21solutions.eu/tool/methode-bilan-carbone/?lang=en">https://www.21solutions.eu/tool/methode-bilan-carbone/?lang=en</a>
EcoComp ass	Ekokompas si	Any kind of enterprise/organisation	Environmental Management System (EMS)	OT-A	Finland	Finnish Swedish English	<a href="https://ekokompassi.fi/briefly-in-english/">https://ekokompassi.fi/briefly-in-english/</a>
Master in Green Management and Sustainable Businesses	Bologna Business School	Young graduates	Sustainable Business Management  Through the Master programme it is possible, <u>following the necessary years of corporate experience</u> , to enter the following professions: Sustainability Analyst, ESG Consultant,	T	Italy	English	<a href="https://www.bbs.unibo.it/master-fulltime/gestione-dimpresa-green-management-and-sustainable-businesses/#gref">https://www.bbs.unibo.it/master-fulltime/gestione-dimpresa-green-management-and-sustainable-businesses/#gref</a>

			Corporate Social Responsibility Manager, Marketing Manager in B Corp companies.				
Executive Master in Sustainability and Business Innovation	Bologna Business School	Managers and consultants working in for-profit, not-for-profit and cooperative enterprises or who are interested in rethinking their own business model in line with sustainability logics, circular economy, social innovation, blue and green economy	People & Leadership; Business And Global Strategy; Performance Management; Operations And Industry 4.0; Business Ethics And Stakeholders Theory; Circular Economy And Value Chain; Social Innovation; Measuring Sustainable Performance; Sustainable	T	Italy	EN	<a href="https://www.bbs.unibo.it/master-executive/sustainability-and-business-innovation/#grf">https://www.bbs.unibo.it/master-executive/sustainability-and-business-innovation/#grf</a>

			Finance; Communicatio n For Sustainability.				
Executive Master in Sustainab ility Transition Managem ent	Bologna Business School	Managers and professionals	The objective is to provide Managers and Professionals with the operational tools and strategic knowledge in order to develop their professional career at an international level on the topic of global sustainability.	T	Italy	English	<a href="https://www.bbs.unibo.it/executive-master-sustainability-transition-management/?caid=7010800001V2G9AAK&amp;lead_source=cp&amp;df=google&amp;gclid=CjwKCAiAvJarBhA1EiwAGgZl0NW20K5MHM_rnuLwFNStqfVfrlrK7k_UhmkftXydgBiuZDUeL2M6ZBoCB1YQAvD_BwE">https://www.bbs.unibo.it/executive-master-sustainability-transition-management/?caid=7010800001V2G9AAK&amp;lead_source=cp&amp;df=google&amp;gclid=CjwKCAiAvJarBhA1EiwAGgZl0NW20K5MHM_rnuLwFNStqfVfrlrK7k_UhmkftXydgBiuZDUeL2M6ZBoCB1YQAvD_BwE</a>
Open-ES	E.NI	Any kind of enterprise	- Developing ESG profile - Analyse ESG performance throughout the value chain	OT	Italy	EN, FR, IT, ES, DE, PT, ID, KK, AR	<a href="https://www.openes.io/">https://www.openes.io/</a>

			- cooperation between enterprises				
Synesgy	CRIF S.p.A.	Any kind of enterprise	- ESG sustainability assessment within the value chain	OT	Italy	EN, FR, IT, ES, DE	<a href="https://www.synesgy.com/en/">https://www.synesgy.com/en/</a>
Position Green	Position Green	Any kind of organization/enterprise	Sustainability Reporting/ESG	OT/S – A – T	DK/SE/BE/US/NO	Danish Swedish English French Norwegian	<a href="https://www.positiongreen.com/about/">https://www.positiongreen.com/about/</a>
Improvement of the Eco-friendly Quality of the Manufacturing Process	Hubcap	SMEs	Monitoring, analysis, and improvement of the eco-friendly quality of the manufacturing process	S - A - T	DK	English	<a href="https://www.hubcap.eu/">https://www.hubcap.eu/</a>
Programmes/Tools available in Danish							
ESG Template	Danish Business Authority	Any kind of organization/enterprise	Sustainability Reporting/ESG	OT	DK	Danish	<a href="https://virksomhedsguiden.dk/content/temaer/baeredygtig-omstilling/ydelser/esg-opgoerelse-">https://virksomhedsguiden.dk/content/temaer/baeredygtig-omstilling/ydelser/esg-opgoerelse-</a>

							<a href="#">saadan-indsamler-og-opgoer-du-dine-data/7115a9ee-5891-46ac-b655-b9ba9258f7d9/</a>
Klimakompasset	Danish Business Authority	Any kind of organization/enterprise	Analysing environmental impact	OT	DK	Danish	<a href="https://klimakompasset.dk/klimakompasset/">https://klimakompasset.dk/klimakompasset/</a>
Programmes/Tools available in Polish							
Eco Audyt	FISE	Any kind of organization/enterprise	Analysing environmental impact and possible improvements regarding the behaviour of management and other staff of an enterprise	A	PL	Polish (possibility also of English)	<a href="https://fise.org.pl/eko-audyt/">https://fise.org.pl/eko-audyt/</a>
Chapter Zero Poland	Chapter Zero Poland	Any kind of enterprise/organization	Low- and zero-carbon policies and strategies (financing, risk analysis, reporting,	OT-A-T	PL	Polish	<a href="https://chapterzero.pl/">https://chapterzero.pl/</a>



			supply chain, etc.)				
Responsible Business Forum	Responsible Business Forum	Any kind of enterprise/organisation	CSR, including environmental impact	T-A-OT	PL	Polish	<a href="https://odpowiedzialnybiznes.pl/english">https://odpowiedzialnybiznes.pl/english</a>
Programmes/Tools available in Italian							
Carbon Footprint in the Industrial Process	Demetra	Different kind of enterprises operating in logistics sector	Planning and designing the logistics sector, with a focus on the innovative drive of new technologies for the environment and sustainability (incl. assessment methodologies)	T	IT	Italian	<a href="https://www.demetraformazione.it/corso/proposte-formative-in-ambito-logistico/">https://www.demetraformazione.it/corso/proposte-formative-in-ambito-logistico/</a>
Towards the Sustainability Report	Demetra	Addressed to a small SEE (società di mutuo soccorso) operating in the welfare sector	Supporting the enterprise in defining the model of reporting for their reality, introducing to different type of sustainability	T	IT	Italian	NA

			reporting in order to design the most suitable solution for the enterprise				
Impact Assessment and Skills Development for Measuring Integral Sustainability	Legacoop Emilia-Romagna	Employees of Legacoop Emilia-Romagna	Strengthen the capacity of Legacoop Emilia-Romagna officials to draw up a sustainability plan/Sustainability Reporting	T	IT	Italian	NA
Customized consulting offer to develop the ESG profile of an enterprise	Legacoop Emilia-Romagna/Innovacoop	Addressed to an associated cooperative	Fostering the development of sustainability management skills/ Innovation assessment to develop the cooperative's ESG sustainability profile	T	IT	Italian	NA
Executive Training	Legacoop and ALTIS-	Medium and large cooperatives	Strategic planning and	T	IT	Italian	<a href="https://www.legacoop.coop/c">https://www.legacoop.coop/c</a>

course "Cooperative Sustainability Manager- CSM	Università Cattolica		sustainability; Responsible human resource management: Community relations for impact generation; Environment. Management tools and systems; Reporting and communicating sustainability; Sustainable finance and risk management. Integration of ESG criteria				<a href="#"><u>cooperative-sustainability-manager-csm-sviluppare-politiche-di-sostenibilita-per-la-creazione-di-valore-condiviso-nel-mondo-cooperativo-1-edizione-in-presenza-e-online-dal-19-gennaio-al-20-a/</u></a>
ESG & Sustainability Reporting (work in progress)	CSA COESI	All type of cooperatives	Sustainability and business from CSR to ESG Legal framework, EU guidelines	T	IT	Italian	

Online platform for elaboration sustainability report	CSA COESI	All type of cooperatives	Sustainability Reporting	OT/S	IT	Italian	
Programmes/Tools available in Spanish							
Diagnosis tool regarding the implementation of six Sustainable Development Goals	ANEL	Social economy enterprises	Diagnosis tool concerning the implementation of several SDGs, including SDG 7 Affordable and Clean Energy and SDG 12 Responsible Consumption and Production; Guidance to develop an action plan for the enterprise	OT/S	Spain	ES - Basque	
El sostre ecosocial de la cooperati	Esberla Cooperativa	Cooperatives	Social&Environmental Impact Self-evaluation	OT - A	Spain/Catalunya	Catalan - Spanish	<a href="https://www.esberla.cat/move-m-fitxa/el-sostre-">https://www.esberla.cat/move-m-fitxa/el-sostre-</a>

va - Autodiagnosi							<a href="#">ecosocial-de-la-cooperativa/</a>
The Social Balance Tool	Solidarity Economy Network of Catalunya (XES)	Social economy in Catalunya and Spain	It collects qualitative data through text fields and quantitative data on six areas of analysis: economy and profit policy, equity and democracy, environmental sustainability, social commitment and cooperation, quality of work and professional quality, as well as four questionnaires that evaluate the quality of work,	OT	Spain/Catalunya	Catalan/Spanish	More information : <a href="https://mcusercontent.com/3a463471cd0a9c6cf744bf5f8/files/b86afc11-1cab-13ff-afd3-d5ec375a8610/CECOP_lasting_impact_digital.pdf">https://mcusercontent.com/3a463471cd0a9c6cf744bf5f8/files/b86afc11-1cab-13ff-afd3-d5ec375a8610/CECOP_lasting_impact_digital.pdf</a>

			professional quality, quality of volunteers and associative quality.				
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### **Circular Economy/Waste management**

Title	Author/Provider	Target group	Main topic(s) dealt with	What?	Country	Language	Link
Programmes/Tools available in English (and other languages)							
HEC – Collection Economie Circulaire	HEC Montréal (Canada)	Cooperatives and Mutuels	Knowledge, inspiration and tools at the intersection of cooperatives, the social economy and the circular economy. The Toolbox section includes	OT/S – A - AN	CA	EN - FR	<a href="https://portailcoop.hec.ca/collections/collection-economie-circulaire">https://portailcoop.hec.ca/collections/collection-economie-circulaire</a>
Your Circular Analysis	FPS Economy/Belgium government	- All type of companies; public administration, civil society ...	- Assessing an organization's degree of advancement regarding the	OT	BE	EN/FR/NL	<a href="https://goforcircular.be/your-circular-analysis">https://goforcircular.be/your-circular-analysis</a>

			circular economy				
Circular Trans	Mondragon University	- All type of companies and organisations	Evaluating the level of circularity within an enterprise and planning actions for improvement.	OT/S, G	ES	ES/Basque /EN	<a href="https://circulartrans.mondragon.edu/en/home">https://circulartrans.mondragon.edu/en/home</a>
Net Circular + (Toolbox and App)	Mondragon University and partners	- All type of companies and organisations	The idea is to help companies interested in innovation and sustainability to learn about circular business models and value chains aimed at achieving the 17 goals of the UN's Sustainable Development Agenda 2030.	OT/S	ES	ES/Basque /EN	<a href="https://www.netcircularplus.eu/en/home/">https://www.netcircularplus.eu/en/home/</a>

Circular Economy Academy	Rediscovery Centre Ireland (IR)	Social Enterprises and Community Organisations	Moving towards more sustainability and circular economy	T	Ireland	English	<a href="https://www.rediscoverycentre.ie/research/circular-economy-academy/">https://www.rediscoverycentre.ie/research/circular-economy-academy/</a>
Value Chain Canvas and Free Online Course "Activate Circular Economy"	Circulab Academy	All type of companies and organisations	The Value Chain Canvas is a tool to analyze the market of an enterprise and gather key information about resources, end users, competitors, technologies or legal policies.	OT/S, G	FR	EN/FR	<a href="https://circulab.academy/circular-economy-tools/value-chain-canvas/">https://circulab.academy/circular-economy-tools/value-chain-canvas/</a>
Programmes/Tools available in other languages							
Boost Your Shop/Towards Clean and Circular	Groupe ONE and partners	- Retail sector	Guidelines for cooperation between smaller shops (and other local actors) around sustainable	G	BE	FR	<a href="https://boostyourshop.brussels/gerer-nos-dechets.php">https://boostyourshop.brussels/gerer-nos-dechets.php</a>



Neighbourhoods			waste management				
Circular Event Toolkit	Brussels-Capital Region and partners	- All type of companies and organisations	- Developing and designing events that are truly ecological and ethical events	G	BE	FR/NL	<a href="https://www.circular-event.eu/">https://www.circular-event.eu/</a>
Social Circular Hubs (Circular Werkt)	Flanders Region (with ESF support)	- Enterprises in the social economy/other type of enterprises active in the circular economy	- Linking circular and social economy	T/A	BE	NL	<a href="https://www.circularwerkt.be/">https://www.circularwerkt.be/</a>
Programmes/Tools available in Polish							
Waste Management in the Company	Eurocon	SMEs	Theory and practice of waste accounting and management (documents, duties, responsibilities and penalties)	G	PL	PL	<a href="https://eurocon.pl/pl/energetyka/878-gospodarka-odpadami-w-firmie">https://eurocon.pl/pl/energetyka/878-gospodarka-odpadami-w-firmie</a>

### Transport/Mobility/Logistics

Title	Author/Provider	Target group	Main topic(s) dealt with	What?	Country	Language	Link
Programmes/Tools available in Italian							

Mobility Manager (Role abilitation training course)	Demetra Formazione	Any kind of enterprise with more than 100 members/employees	The course trains this new profile, analyzing its role starting from the regulatory context, describing its skills, characteristics, responsibilities and tasks. It focuses on the creation of a Home-Work Mobility Plan, analyzing and observing example cases and providing the tools to be able to draw it up.	T	Italy	Italian	<a href="https://www.demetraformazione.it/corso/sustainability-manager-per-leader-della-sostenibilita/">https://www.demetraformazione.it/corso/sustainability-manager-per-leader-della-sostenibilita/</a>
The Environment and Energy Consumption in	Demetra Formazione	Any kind of enterprise operating in the logistics sector	The training course aims to provide basic knowledge for planning and designing the	T	Italy	Italian	<a href="https://www.demetraformazione.it/corso/proposte-formative-in-">https://www.demetraformazione.it/corso/proposte-formative-in-</a>

Transport and Logistics			logistics sector, with a focus on the innovative drive of new technologies for the environment and sustainability				<a href="#">ambito-logistico/</a>
Green Logistics	Demetra Formazione	Any kind of enterprise operating in the logistics sector	The training course aims to provide basic knowledge for planning and designing the logistics sector, with a focus on the innovative drive of new technologies for the environment and sustainability	T	Italy	Italian	<a href="https://www.demetraformazione.it/corso/proposte-formative-in-ambito-logistico/">https://www.demetraformazione.it/corso/proposte-formative-in-ambito-logistico/</a>

## Energy

Title	Author/Provider	Target group	Main topic(s) dealt with	What?	Country	Language	Link
Programmes/Tools available in Italian							

Energy efficiency and renewable energy in the logistics sector	Demetra Formazione	Any kind of enterprise operating in the logistics sector	<ul style="list-style-type: none"> <li>- The main renewable energies for logistics</li> <li>- Regulations and incentives</li> <li>- The advantages of using renewables</li> <li>- The types of interventions to reduce CO2 emissions</li> <li>- Logistics areas and processes in which we can intervene</li> <li>- Case analysis</li> </ul>	T	Italy	Italian	<a href="https://www.demetraformazione.it/corso/poste-formative-in-ambito-logistico/">https://www.demetraformazione.it/corso/poste-formative-in-ambito-logistico/</a>
Programmes/Tools available in other languages							
Agrosuficients	Unió Nuts/BATEC /Aigusol, supported by Catalunya Region	Agricultural cooperatives	The Agrosuficients project aims to create a process methodology for the provision of various	M	Spain/Catalunya	Catalan/Spanish	<a href="https://batec.coop/project/agrosuficients/">https://batec.coop/project/agrosuficients/</a>

			services that support from different perspectives to the adoption and implementation, valorization and visibility of the entire energy and resource management vector in agricultural cooperatives in Catalonia.				
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## Finance

Title	Author/Provider	Target group	Main topic(s) dealt with	What?	Country	Language	Link
Programmes/Tools available in Italian							
Digitalisation of key skills for sustainable business management	Demetra Formazione	Any kind of enterprise and/or person	The training module allows to acquire technical competences related to the uptake of	T	IT	Italian	<a href="https://www.demetraformazione.it/corso/digitalizzazione-delle-competenze-chiave-per-la-">https://www.demetraformazione.it/corso/digitalizzazione-delle-competenze-chiave-per-la-</a>

ent//Sustainable finance			sustainable finance models and tools within the organisation, passing from international rating schemes up to the concept of impact measurement.				<a href="#">gestione-dell'impresa-sostenibile/</a>
Programmes/Tools available in other languages/countries							
Village Finances - Fonds de développement local	Village Finances - Fonds de développement local	- Very small enterprises - Self-employed	Provision of grants	F	Belgium	French/Dutch/(to some extent) English	<a href="https://www.villagefinance.be/">https://www.villagefinance.be/</a>

## Purchase Policies

Title	Author/Provider	Target group	Main topic(s) dealt with	What?	Country	Language	Link
Programmes/Tools available in English (and other languages)							
ISO 24000: 2017 - Guidance Sustainable Procurement	ISO	Any kind of enterprise/organisation	Guidance Sustainable Procurement	G	International	English/French/Spanish	<a href="https://www.iso.org/obp/ui/en/#iso:std:iso:20400:ed-1:v1:en">https://www.iso.org/obp/ui/en/#iso:std:iso:20400:ed-1:v1:en</a>
Programmes/Tools available in other languages/countries							
Short guidelines: “Mettre en oeuvre une politique d'achats responsables”	ESS France	- Public actors - Other type of actors	Responsible purchase policies	G	France	French	<a href="https://www.ess-france.org/mettre-en-oeuvre-une-politique-d-achats-responsables">https://www.ess-france.org/mettre-en-oeuvre-une-politique-d-achats-responsables</a>
Fiche “Achats Responsables”	Région Grand Est	- Public actors - Other type of actors	Overview on different aspects of responsible purchase (crossing socially & environmental)	G	France	French	<a href="https://www.acheter-responsable-grandest.com/fr/acheter-responsable.html">https://www.acheter-responsable-grandest.com/fr/acheter-responsable.html</a>

			y responsible purchase)				
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## Communication/Events

Title	Author/Provider	Target group	Main topic(s) dealt with	What?	Country	Language	Link
Programmes/Tools available in English (and other languages)							
Circular Event Toolkit	Brussels-Capital Region and partners	Any kind of enterprise, organization or public administration	- developing and designing events that are truly ecological and ethical events	G	Belgium	FR/NL/EN	<a href="https://www.circular-event.eu/">https://www.circular-event.eu/</a>
Programmes/Tools available in Italian							
When an event is sustainable: approaches, certifications and tools	Demetra Formazione	Any kind of enterprise - in particular those active in/with event management, such as cultural cooperatives and CCIs in general	The course helps the trainees in identifying the most suitable tools to limit the environmental impact in the production processes of an event and supports companies and professionals	T	Italy	Italian	<a href="https://www.demetraformazione.it/corso/quando-un-evento-e-sostenibile-approcci-certificazioni-e-strumenti/">https://www.demetraformazione.it/corso/quando-un-evento-e-sostenibile-approcci-certificazioni-e-strumenti/</a>



			in the strategic choices necessary for the ongoing ecological transition processes.				
Planning sustainable events	Demetra Formazione	Any kind of enterprise - in particular those active in/with event management, such as cultural cooperatives and CCIs in general	<ul style="list-style-type: none"> <li>- Devise new ways of designing events with design thinking methodologies</li> <li>- Learn to build a sustainable concept for event design</li> <li>- Organize an event by monitoring environmental impacts and sustainability aspects</li> <li>- Introduce the inclusiveness project into your projects</li> <li>- Know the rules that</li> </ul>	T	Italy	Italian	Did not yet start

			define the relationship with the public				
Communicate Sustainable Events	Demetra Formazione	Any kind of enterprise - in particular those active in/with event management, such as cultural cooperatives and CCI in general	<ul style="list-style-type: none"> <li>- How to communicate a sustainable event</li> <li>- Developing the communication plan for an event</li> <li>- Criteria for identifying the reference target</li> <li>- The new marketing levers</li> <li>- Greenwashing and how to avoid it</li> <li>- Increasing the level of audience engagement</li> </ul>	T	Italy	Italian	Did not yet start
Digital to support	Demetra Formazione	Any kind of enterprise - in	The trainees will be able to	T	Italy	Italian	Did not yet start

the organisati on of events		particular those active in/with event management, such as cultural cooperatives and CCIs in general	adopt digital strategies to support the realisation of their events, with the objective of granting sustainability of their productions.				
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### Sustainability in general/Divers

Title	Author/Provider	Target group	Main topic(s) dealt with	What?	Country	Language	Link
Programmes/Tools in English (and other languages)							
The Manual for Trainers and Activists who want to Make a Differenc	NGO Trainers' Association and partners	Education Professionals	The Manual for Trainers and Activists who want to Make a Difference for the Planet” is for people who want to play their role in	G	PL/Europe an project	EN, PL, LV; CZ, FI	<a href="https://ecoactiveforplanet.eu/">https://ecoactiveforplanet.eu/</a>

e for the Planet			<p>educating other people about how they can protect our planet.</p> <p>You will find in this manual a list of eco-competencies containing values of ecological attitudes, some key principles, and rules designed to help education professionals run their educational activity and toolkit of good practices and approaches.</p>				
Top-10 Greening Tools for the Internatio	Cooperation Canada	Organisations in the International Cooperation Sector		OT/S – A - AN	CA	EN - FR	<a href="https://cooperation.ca/top-10-greening-tools-for-the-international-">https://cooperation.ca/top-10-greening-tools-for-the-international-</a>

nal Cooperati on Sector (including Tool BOMA BEST – Sustainab le Workplac es – Certificati on)							<a href="#">co-operation-sector/</a>
Sustainab le Developm ent	Institute for Sustainable Developme nt Foundation	Any kind of enterprise/organis ation	Strategic analyses and support to companies in their environmental activities, mainly in the mitigation or adaptation of climate change	T/A	PL	PL/EN	<a href="https://www.pine.org.pl/english/">https://www.pine.org.pl/english/</a>
Green Transition Webinars and Sustainab ility	Enterprises Ireland	- Any kind of enterprise	Understanding the importance of sustainability and ESG to their business,	T	Ireland	English	<a href="https://globalambition.ie/client-solutions-hub/green-transition-webinar-series/">https://globalambition.ie/client-solutions-hub/green-transition-webinar-series/</a>

Kickstart r Online Workshop s			and equip them with the practical skills to incorporate these principles into their business plans				
EcoRes – Individual training	EcoRes	Any kind of enterprise/organis ation	- expertise of a multidisciplinar y team of consultants (bioengineers, civil engineers, economists and sociologists) that has developed a rich and varied expertise encompassing all aspects of sustainability	T/A	Belgium	French/Eng lish	<a href="https://www.ecores.eu/english/">https://www.ecores.eu/english/</a>
Programmes/Tools available in Polish							
Developm ent support	CoopTech Hub	Any kind of private or public actor	Support with regard to a diversity of	G/T/A	PL	PL	<a href="https://www.hub.coop/about-cooptech-hub/">https://www.hub.coop/about-cooptech-hub/</a>

			topics related also to sustainable development (e.g. Greening purchase of materials and services/promo tion of local short supply chains / Optimising sources and use of energy/Greenin g Transport and Mobility / Developing digital infrastructure accelerating green transition / Communicatio n/"Marketing" of the green and social added value				
Programmes/Tools available in Italian							

Digitalisation of key skills for sustainable business management//Marketing essentials and evolution of green marketing	Demetra Formazione	Any kind of enterprise and/or unemployed persons	The course introduces the trainees to the concepts of marketing and communication linked to the sustainability strand, in terms of valorisation of the green transition investments carried out by the enterprise. At the end of the course trainees will be able to position their enterprise in the market in relation to the adoption of environmental and CSR principles.	T	IT	Italian	<a href="https://www.demetraformazione.it/corso/digitalizzazione-delle-competenze-chiave-per-la-gestione-dell'impresa-sostenibile/">https://www.demetraformazione.it/corso/digitalizzazione-delle-competenze-chiave-per-la-gestione-dell'impresa-sostenibile/</a>
Resilience Coaching – (Tools	Groupe ONE/Bruxelles	- Small and Medium Enterprises	Resilience Coaching is a methodology that enables	G	BE	FR/NL/Some material also in English	<a href="https://environnement.brussels/pro/outils-et-donnees/sites-">https://environnement.brussels/pro/outils-et-donnees/sites-</a>



and Methodological Guide)	Environnement		small and medium-sized businesses to identify opportunities for integrating sustainability and circularity into their activities.				<a href="#">web-et-outils/resilience-coaching-identifiez-les-opportunites-durabilite-et-circularite-de-vos-activites-economiques</a>
Master in Green Management and Sustainable Businesses	Bologna Business School	Young graduates wishing to acquire specific skills in the field of sustainable business management and the environment	Sustainability Management, including Reporting	T	IT	Italian	<a href="https://www.bbs.unibo.it/master-fulltime/gestione-dimpresa-green-management-and-sustainable-businesses/#gref">https://www.bbs.unibo.it/master-fulltime/gestione-dimpresa-green-management-and-sustainable-businesses/#gref</a>
Environmental and Social Sustainability at the centre of cooperati	Demetra Formazione	Legacoop Emilia-Romagna	- raising the competences of the employees of Legacoop Romagna in terms of sustainability	T	Italy	Italian	N/A

ve projects			culture, by acquiring skills linked not just to general themes but also integrating technical and transversal skills to better support cooperatives in dealing with green transition and sustainability in its holistic meaning				
Green Traffic Light - Environmental Sustainability at the centre of organisational innovation/Sustain	Demetra Formazione	Addressed to a group of cooperatives operating in different sectors	Developing knowledge and skills towards a sustainability mindset and management for their enterprises	T	Italy	Italian	N/A

ability Manager							
GreenCoop – Strategies, action plans, tools and models of sustainable entrepreneurship (Beginner level)	Legacoop Emilia-Romagna/Quadir/Innovacoop	Legacoop associated cooperatives	Sustainability and Strategic Development; Process management and Eco design; Green Taxonomy and Sustainable Finance; Carbon Footprint and Energy Efficiency.	T	Italy	Italian	<a href="https://www.legacoopemiliaovest.it/wp-content/uploads/2023/09/Locandina-Green-Coop-2.pdf">https://www.legacoopemiliaovest.it/wp-content/uploads/2023/09/Locandina-Green-Coop-2.pdf</a>
GreenCoop – Strategies, action plans, tools and models of sustainable entrepreneurship (Advanced level)	Legacoop Emilia-Romagna/Quadir/Innovacoop	Legacoop associated cooperatives	Integrated Sustainability Plan; Sustainability Report; Environmental Impact	T	Italy	Italian	<a href="https://www.legacoopemiliaovest.it/wp-content/uploads/2023/09/Locandina-Green-Coop-avanzato.pdf">https://www.legacoopemiliaovest.it/wp-content/uploads/2023/09/Locandina-Green-Coop-avanzato.pdf</a>

Partnership with BI-REX – Big Data Innovation & Research Excellence	Legacoop Emilia-Romagna/Innovacoop	SMEs	Technical Audit, Technology Maturity Assessment; Testing before investment; Training; Consulting on access to finance to support research and development projects, innovation, digitization and environmental sustainability; Advice on process and product technology innovation, networking and awareness-raising; Design of innovation intervention	A	Italy	Italian	N/A
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Green Logistics	Demetra Formazione	Any kind of enterprise operating in logistics sector	The training course aims to provide basic knowledge for planning and designing the logistics sector, with a focus on the innovative drive of new technologies for the environment and sustainability.	T	Italy	Italian	<a href="https://www.demetraformazione.it/corso/proposte-formative-in-ambito-logistico/">https://www.demetraformazione.it/corso/proposte-formative-in-ambito-logistico/</a>
Agriculture 4.0: Production, Economic, Environmental, Energy Impacts	Demetra Formazione	Any kind of enterprise operating in the agri-food sector	The training course aims to provide tools and basic knowledge to understand the main dynamics taking place in the sector: regulatory context in light of the new CAP, innovative drive of new technologies,	T	Italy	Italian	<a href="https://www.demetraformazione.it/corso/proposte-formative-in-ambito-agroalimentare/">https://www.demetraformazione.it/corso/proposte-formative-in-ambito-agroalimentare/</a>

			certification and quality systems, sustainable development and administration of the agricultural enterprise.				
Technological applications and sustainability in the milk and wine supply chains	Demetra Formazione	Any kind of enterprise operating in the agri-food sector	The training course aims to provide tools and basic knowledge to understand the main dynamics taking place in the sector: regulatory context in light of the new CAP, innovative drive of new technologies, certification and quality systems, sustainable development	T	Italy	Italian	<a href="https://www.demetraformazione.it/corso/proposte-formative-in-ambito-agroalimentare/">https://www.demetraformazione.it/corso/proposte-formative-in-ambito-agroalimentare/</a>

			and administration of the agricultural enterprise.				
Improvement of agronomic practices regarding defense and weeding for a low environmental impact	Demetra Formazione	- Any kind of enterprise working in the agricultural sector	The activity aims to provide effective training support to those companies that aim to improve agronomic practices regarding irrigation and fertigation, in order to reduce possible impacts on the environment.	T	Italy	Italian	<a href="https://www.demetraformazione.it/corso/rif-5383922-miglioramento-delle-pratiche-agronomiche-in-materia-di-difesa-e-diserbo-per-un-basso-impatto-ambientale-ed-2/">https://www.demetraformazione.it/corso/rif-5383922-miglioramento-delle-pratiche-agronomiche-in-materia-di-difesa-e-diserbo-per-un-basso-impatto-ambientale-ed-2/</a>
Tools/Programmes available in other languages							
Management des Entreprises Sociales et Durables	HEC Liège (Belgium)	- (future) founders of social economy enterprises; - managers and board members of social economy enterprises; -	- Managerial knowledge and skills: discovering the managerial approaches used in social	T	Belgium	French	<a href="https://www.hec.uliege.be/cms/c_8291079/fr/hec-finalite-management-des-entreprises-">https://www.hec.uliege.be/cms/c_8291079/fr/hec-finalite-management-des-entreprises-</a>

(Master in Management of Social and Sustainable Enterprises) - Part of a Master of Management Science		organisations/institutions working with the social economy (banks and investors, public authorities...); - social economy support organisations/conciliations; ...	and sustainable enterprises; mastering the tools for integrating ethical, social and environmental concerns, or developing social and sustainable entrepreneurship projects;				<a href="#">sociales-et-durables</a>
Master Management de l'économie solidaire Développement Durable	Université Caen - Normandie (France)	- Managers of social economy enterprises (or departments); - Public authorities (civil servants in leading positions); - Managers of NGOs	- Acquire the managerial skills needed to support change, make proposals and supervise/lead in social economy and sustainable development organisations.	T	France	French	<a href="https://www.iae.unicaen.fr/formations-fiche.php?id_diplome=258">https://www.iae.unicaen.fr/formations-fiche.php?id_diplome=258</a>
Accélérateur eco-	Clara cooperative culturelle	Cultural Entrepreneurs	This accelerator helps to	T/A	France	French	<a href="https://www.clara.fr/acceler">https://www.clara.fr/acceler</a>



entrepreneurial			structure and consolidate the foundations of entrepreneurial projects in the cultural and creative sector that incorporate the fundamentals and conditions for ecological achievements.				<a href="#">ateur-entrepreneurial /</a>
Making a success of the ecological transition through social dialogue	CFL - CENTRE DE FORMATION LUCIE	Managers and environmental approach referents of Social and Solidarity Economy companies (members of an employers' federation affiliated to UDES)	<ul style="list-style-type: none"> <li>- Understand the challenges of the ecological transition and its social impact</li> <li>- Identify the advantages of a successful ecological approach within the company for itself and for all its internal and</li> </ul>	T	France	French	<a href="https://agence-lucie.com/centre-de-formation-lucie/reussir-sa-transition-ecologique-par-le-dialogue-social-en-partenariat-avec-lagence-lucie-udes/?et_fb=1&amp;PageSpeed=off">https://agence-lucie.com/centre-de-formation-lucie/reussir-sa-transition-ecologique-par-le-dialogue-social-en-partenariat-avec-lagence-lucie-udes/?et_fb=1&amp;PageSpeed=off</a>

			<p>external stakeholders</p> <ul style="list-style-type: none"> <li>- Set up an action plan for social dialogue on ecological issues</li> <li>- Drawing up a collective CSR diagnosis, and more specifically on the environmental dimension of ISO26000</li> <li>-Draw up a commitment plan</li> </ul>				
Transition écologique et transformation d'organisation	Sciences Po Paris	- Strategic managers, decision-makers or influencers within a large company or public institution	Gain a systemic understanding of the ecological transition and develop a strategic vision	T	France	French	<a href="https://www.sciencespo.fr/executive-education/fr/programmes-pour-les-individus/certificats/transition-ecologique-et-">https://www.sciencespo.fr/executive-education/fr/programmes-pour-les-individus/certificats/transition-ecologique-et-</a>

							<a href="#">transformation-d-organisation/</a>
Manager la Durabilité en Entreprise	Ecolearn	Managers of enterprises	Explore relevant structures, legislation and resources for more sustainable business practices	T	France	French	<a href="https://jobs.makesense.org/fr/programs/ecolearn?source=media">https://jobs.makesense.org/fr/programs/ecolearn?source=media</a>
RSE SCOP BTP Label	SCOP BTP	SCOP in the sector of construction and public works	CSR-related label and tools accompanying enterprises towards the acquisition of the label	G/A/OT/L	France	French	<a href="https://rse.scopbtp.org/">https://rse.scopbtp.org/</a>
Sensibilisation aux enjeux écologiques et démarches de transition	Elabore Cooperative	Any kind of organization/enterprise or person		T/A	France	French	<a href="https://elabore.coop/">https://elabore.coop/</a>
EVOLVE	EcoRes/ Deplasse & Associés/	Enterprises with a minimum of 100 employees	To what extent is your company	T/A	Belgium	French	<a href="https://beeodiversity.com/wp-content/upload">https://beeodiversity.com/wp-content/upload</a>

	BeeOdiversity/Urbike		exposed to environmental risks? What are the opportunities for adaptation and resilience? How can the economic activity you deploy contribute to preserving the environment?				<a href="#">s/2023/07/Programme_Evolve.pdf</a>
ProACCIO Green	Accio (Business Development Agency of the Catalan Government )	Any kind of enterprise	The ProACCIÓ Green programme includes various services, grants and activities that ACCIÓ puts at disposal to make sustainability projects one of the strategic axes of a	T/A/F	ES	ES/Catalan	<a href="https://www.accio.gencat.cat/en/serveis/innovacio/innovacio-empresarial/proaccio-green/">https://www.accio.gencat.cat/en/serveis/innovacio/innovacio-empresarial/proaccio-green/</a>

			company through responsible innovation and using technology as a lever for green transformation.				
Courses on ecological transition and circular economy aimed at the socio-economic fabric of Gipuzkoa	Mondragon University (ES)	<ul style="list-style-type: none"> <li>- Any kind of company in Gipuzkoa;</li> <li>- Public administration;</li> <li>- Civil society organisations...</li> </ul>	<ul style="list-style-type: none"> <li>- Detect and take advantage of the opportunities that ecological transition and circular economy offer to an organization/enterprise;</li> <li>- Value and integrate circular economy strategies in organisations/enterprises</li> </ul>	T	Spain	Spanish/Basque	<a href="https://www.mondragon.edu/en/-/curso-transicion-ecologica">https://www.mondragon.edu/en/-/curso-transicion-ecologica</a>



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