

Mapping and Skills forecasting report

Empowering Sustainability Competences: Utilising the GreenComp Framework for Training Programs

CATALYST

ERASMUS+

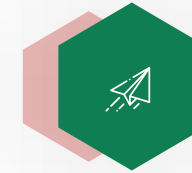
Lydia Papadaki,
Athens University of Economics and Business (AUEB)
8th of June 2023

Mapping and Skills forecasting report

01

Desk Research

- Aims at analysing state of the art and industry trends using relevant EU documents, S3 and other strategies and reports



02

Field Research

- Aims at analysing the needs of professionals and SMEs, assess the challenges and skills gap, and collect best practices from industry role-models



03

National Roundtables

- Validate the findings of the research conducted above by engaging local stakeholders in each country



STEP 1: Desk Research

GOAL: To analyse the state of the art and industry trends using relevant EU documents, S3 and other strategies and reports



European Strategic Documents



National Strategic Documents



Sector analysis



Best Practices

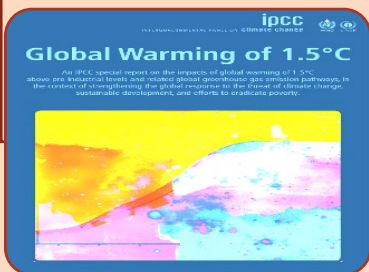
The Policy Framework for the “Transition to Sustainability”

2015

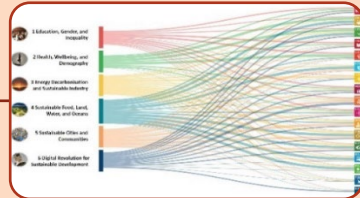


Limiting global temperature to well below +2o C

2018



2019



2020



European Green Deal Policies

National Energy and Climate Plan (NECP)

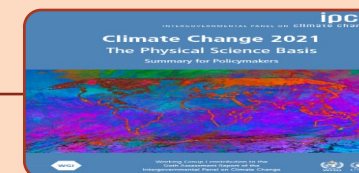
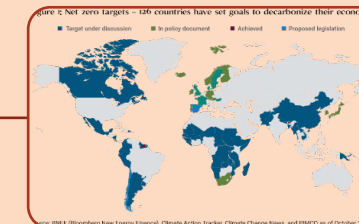


10-Year Development and Recovery Plan for Greece (Pissarides Report)



2021

EU Adaptation Strategy



2022



Complementary Climate Delegated Act and Energy Prices



Smart Specialisation Strategy



The first smart specialization strategy was issued on March 14th, 2014, and provisioned activities for the period 2014-2020. In brief, it recommends the following:

- ✓ ***to concentrate investments and policy support on important national and regional goals, problems, and needs for knowledge-based development***
- ✓ ***to capitalize on the superiority potential, competitive advantages, and strengths of each nation or region***
- ✓ ***to encourage practice-based and technology innovation, with a focus on boosting private sector investment***
- ✓ ***to encourage experimentation and innovation among all parties***
- ✓ ***to include solid monitoring and evaluation systems that are evidence-based***

Table 5 - Country profile (source: <https://www.worldometers.info/gdp/gdp-by-country/>)

	Austria	Germany	Greece	North Macedonia	Portugal
GDP	\$417 billion	\$3.693 trillion	\$203 billion	\$11.28 billion	\$219 billion
Population	8,819,901	82,658,409	10,569,450	2,081,996	10,288,527
GDP per capita	\$47,261	\$44,680	\$19,214	\$5,418	\$21,316
GDP growth	3.04%	2.22%	1.35%	0.24%	2.68%

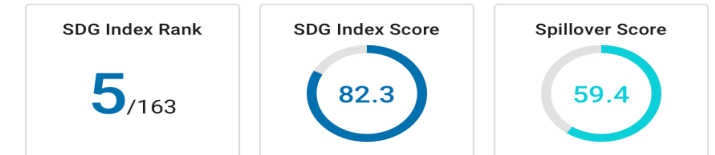
Countries' progress on Sustainable Development



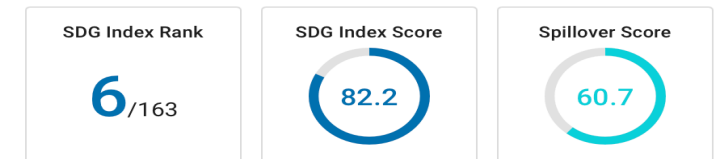
- Austria and Germany have already achieved **SDG 1 (No poverty)**
- **SDG 12 (Responsible Consumption and Production)** and **SDG 13 (Climate Action)** face major challenges in most CATALYST partner countries
- **SDG 4 (Quality Education)** is either moderately improving or stagnating in all 5 CATALYST partner countries

Source: <https://dashboards.sdindex.org>

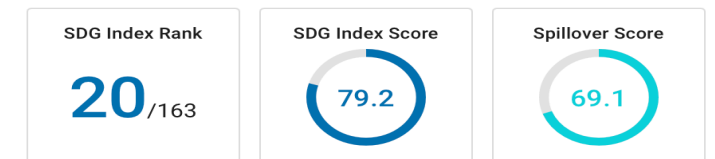
Austria



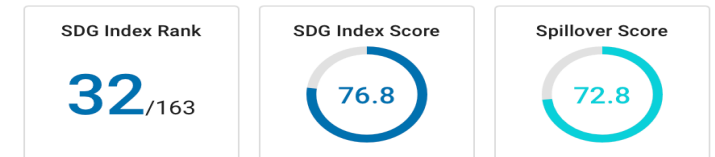
Germany



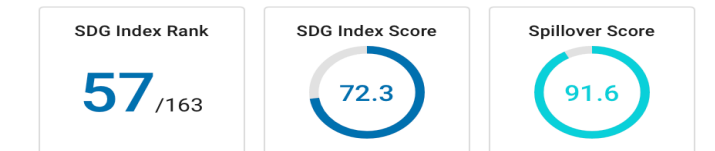
Portugal



Greece



North Macedonia



Countries' progress on Sustainable Development

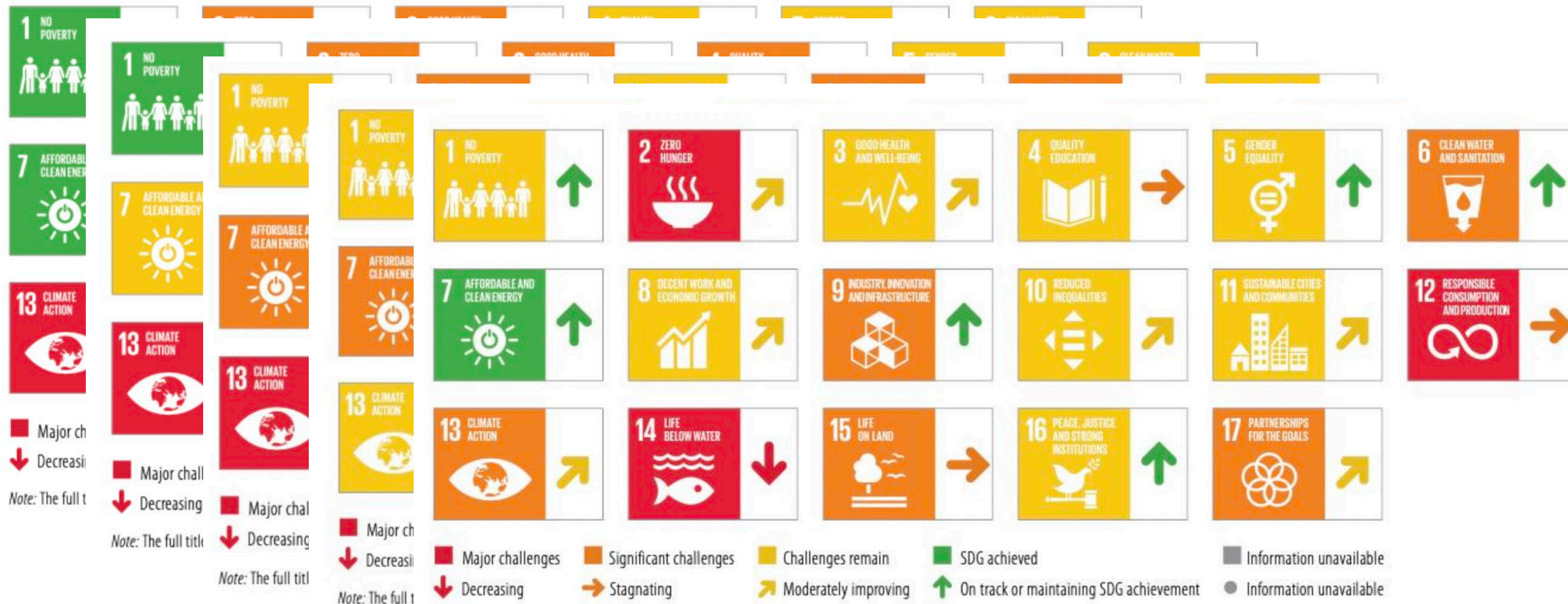


Figure 25 - Sustainability performance of Greece, 2022 (Jeffrey Sachs et al., 2022)

BEST PRACTICES



- *Name: Bee smart city*
- *Website: <https://www.beesmart.city/en/global-smart-city-knowledge-center>*
- *Location: Bad Hersfeld, Germany*
- *Industry: Service sector | administrative and support services industry*
- *Short Description: Bee smart city connects smart cities among each other, with the best solution providers and other smart city stakeholders to share knowledge, solutions and lessons learned. It has also a networked parking system in the city center area that uses sensors to record occupied and free parking spaces increasing the quality of life and reducing costs.*



- *Name: Too good to go*
- *Website: <https://toogoodtogo.co.uk/en-gb>*
- *Location: Copenhagen, Denmark*
- *Industry: Services sector | (food) waste management industry*
- *Short Description: Too good to go has created an online platform (app) where businesses in the food industry can register to sell their leftover items. Each business registers how many bags of food they will be able to provide at the end of the business day, which is an estimate based on their stock of food and the customer flow.*

STEP 2: Field Research

GOAL: To analyse the needs of professionals and SMEs, assess the challenges and skills gap, and collect best practices from industry role-models



Online survey

- The survey was completed by more than 500 professionals in Europe



Interviews

- 64 interviews were conducted with managers and SMEs owners in the 5 partner countries

Table 3 - GreenComp areas, competences, and descriptors (Source: (Bianchi et al., 2022))

Area	Competence	Description
1. Embodying sustainability values	1.1 Valuing sustainability	To reflect on personal values; identify and explain how values vary among people and over time, while critically evaluating how they align with sustainability values.
	1.2 Supporting fairness	To support equity and justice for current and future generations and learn from previous generations for sustainability.
	1.3 Promoting nature	To acknowledge that humans are part of nature; and to respect the needs and rights of other species and of nature itself in order to restore and regenerate healthy and resilient ecosystems.
2. Embracing complexity in sustainability	2.1 Systems thinking	To approach a sustainability problem from all sides; to consider time, space and context in order to understand how elements interact within and between systems.
	2.2 Critical thinking	To assess information and arguments, identify assumptions, challenge the status quo, and reflect on how personal, social and cultural backgrounds influence thinking and conclusions.
	2.3 Problem framing	To formulate current or potential challenges as a sustainability problem in terms of difficulty, people involved, time and geographical scope, in order to identify suitable approaches to anticipating and preventing problems, and to mitigating and adapting to already existing problems.
3. Envisioning sustainable futures	3.1 Futures literacy	To envision alternative sustainable futures by imagining and developing alternative scenarios and identifying the steps needed to achieve a preferred sustainable future.
	3.2 Adaptability	To manage transitions and challenges in complex sustainability situations and make decisions related to the future in the face of uncertainty, ambiguity and risk.
	3.3 Exploratory thinking	To adopt a relational way of thinking by exploring and linking different disciplines, using creativity and experimentation with novel ideas or methods.
4. Acting for sustainability	4.1 Political agency	To navigate the political system, identify political responsibility and accountability for unsustainable behaviour, and demand effective policies for sustainability.
	4.2 Collective action	To act for change in collaboration with others.
	4.3 Individual initiative	To identify own potential for sustainability and to actively contribute to improving prospects for the community- munity and the planet.

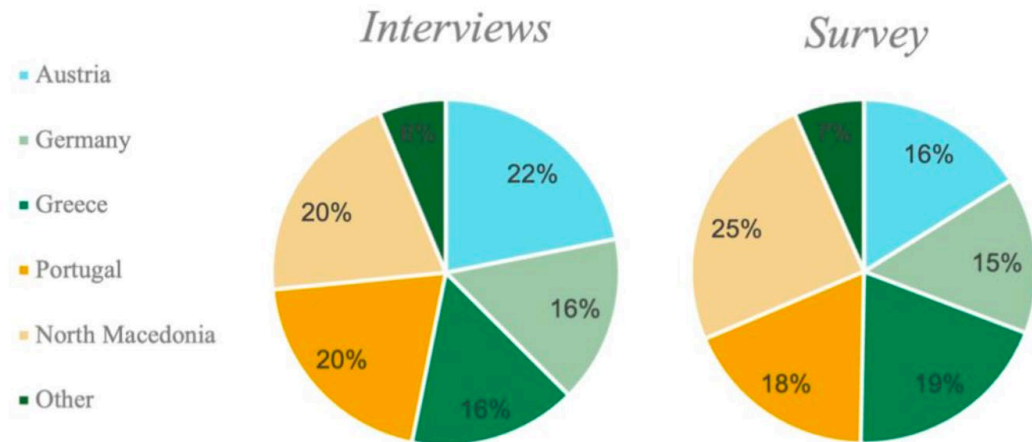
Indicative Survey Questions

Please give us your opinion on the following sentences using a score from 1 (I DO NOT AGREE) to 5 (I STRONGLY AGREE)

- In the company I am working for, employees are treated fairly.
- In the company I am working for, employees are paid fairly.
- I think of myself as an environmentally friendly consumer
- I work as closely as possible with my colleagues, as I believe that linking different disciplines are necessary for excellence
- The company I'm working for endorses flexibility in terms of working from home, repositioning and upskilling the employees, etc.
- My company supports addressing local challenges related to sustainability
- My company devotes a lot of time and effort to upgrading and developing the knowledge and skills of its employees
- My company has established a system of proposing new ideas
- Creation and innovation by employees affect the company's market value (share value)
- The company invests in research and development (scientific and applicative)
- I'm familiar that there are many policies (Directives, Strategies and Laws) on Sustainable Development in Europe
- When developing an idea, I stay as focused as possible on my field avoiding interaction with other disciplines
- If we all change our consumption behaviour, we can mitigate climate change
- The company is currently working on joint projects with many other organisations

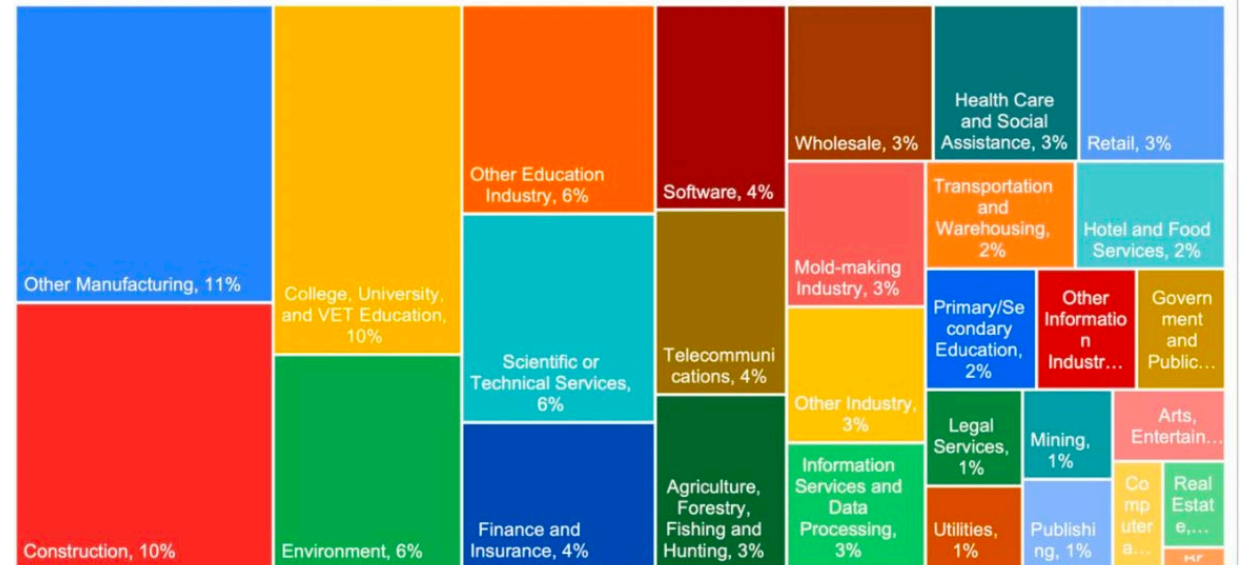
Mapping and skills forecasting

Data Collection and Sampling



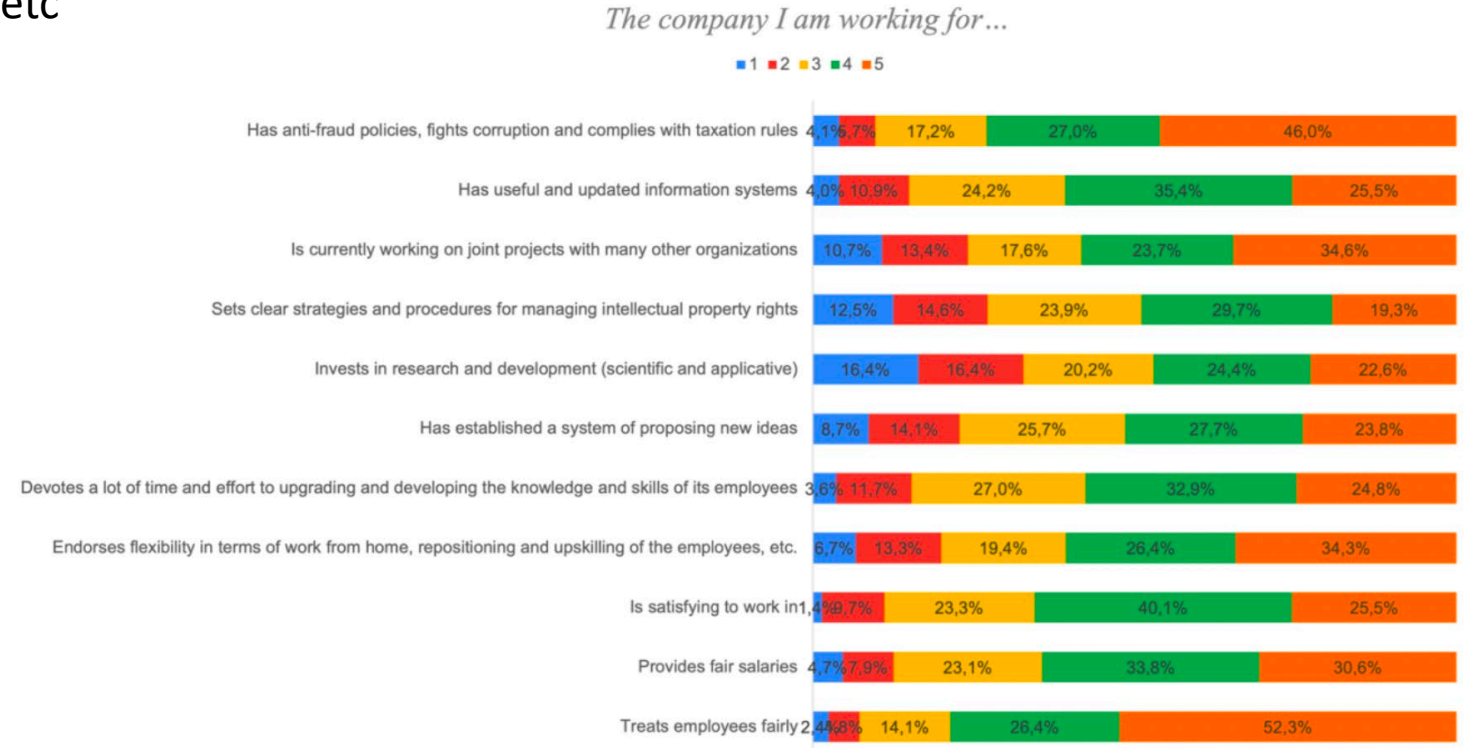
- ✓ 504 replies from the online survey
- ✓ 64 conducted interviews

Which of the following categories best describes the industry you primarily work in?



Mapping and skills forecasting Governance practices

- In general, a significant share of the survey respondents believe that they are **neither paid fairly nor satisfied**, but they argue that they are treated fairly.
- 61% of respondents stated that the **company they work for endorses flexibility** in terms of working from home, repositioning and upskilling the employees, etc
- 46% of them strongly believe that their company has **anti-fraud policies**, fights corruption and complies with taxation rules
- Only 19% strongly believe that their company sets clear strategies and procedures for managing intellectual property rights
- Around 87% of the respondents confirm that work with teams with different backgrounds within their organisation as closely as possible.



Mapping and skills forecasting Companies and Sustainability

- The majority of employees and professionals (who filled in the online survey) are **aware of the SDGs**
- 78% of the interviewees believe that their **organization's interest has increased towards sustainability**

How has your organization's interest (in terms of investments and actions) to change and develop towards sustainability changed in the past 5 years?

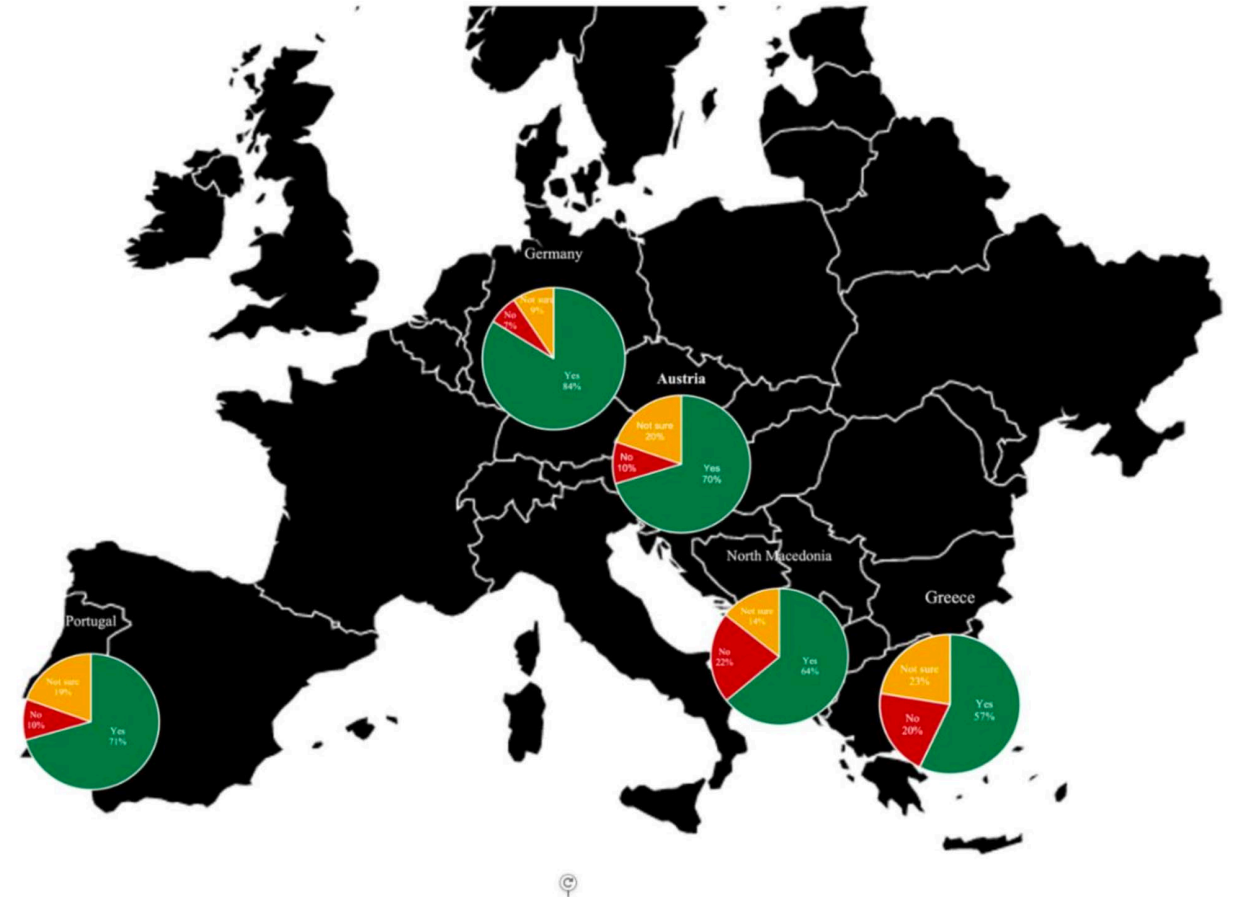
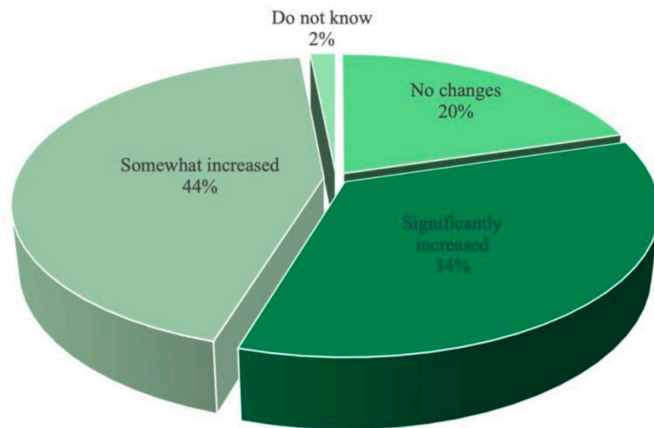
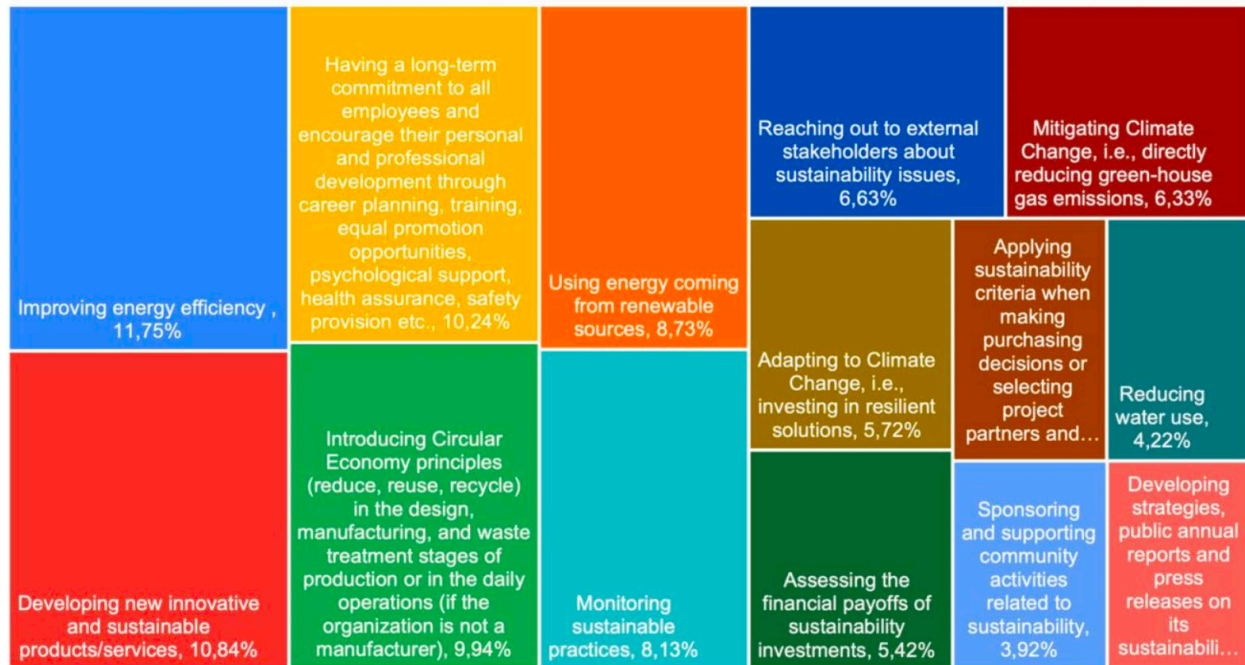


Figure 33 - Respondents' awareness of the SDGs per country

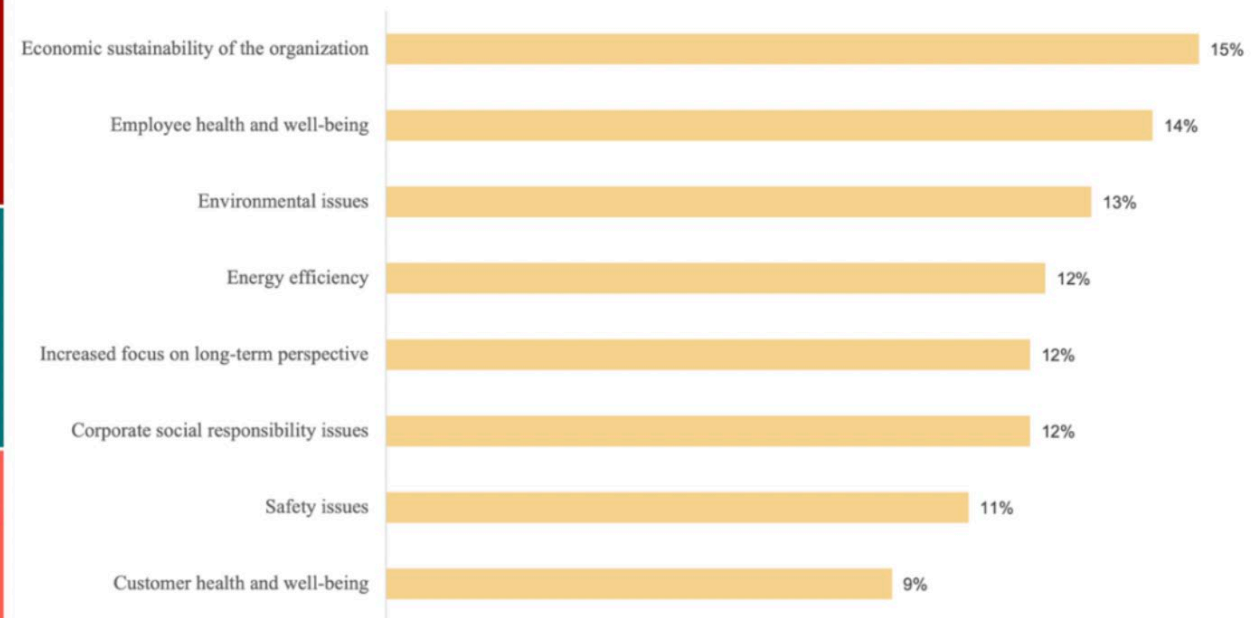
Mapping and skills forecasting Companies and Sustainability

- Sustainability seems to be prioritized in the following order: **Economic, Social (employees), and Environment.**
- Although **customer well-being comes last in the companies' priorities** (from the interviews), 71% replied that their company is constantly meeting with clients and associates to find out their needs.
- 69% of the interviewees stated that they **do not measure the environmental footprint of your organization**

Which of the following practices does your organization implement?



Which factors does your organization consider contributing to sustainability?



Mapping and skills forecasting Challenges

➤ **Economic factors** come as the first challenges in adopting/practising sustainability

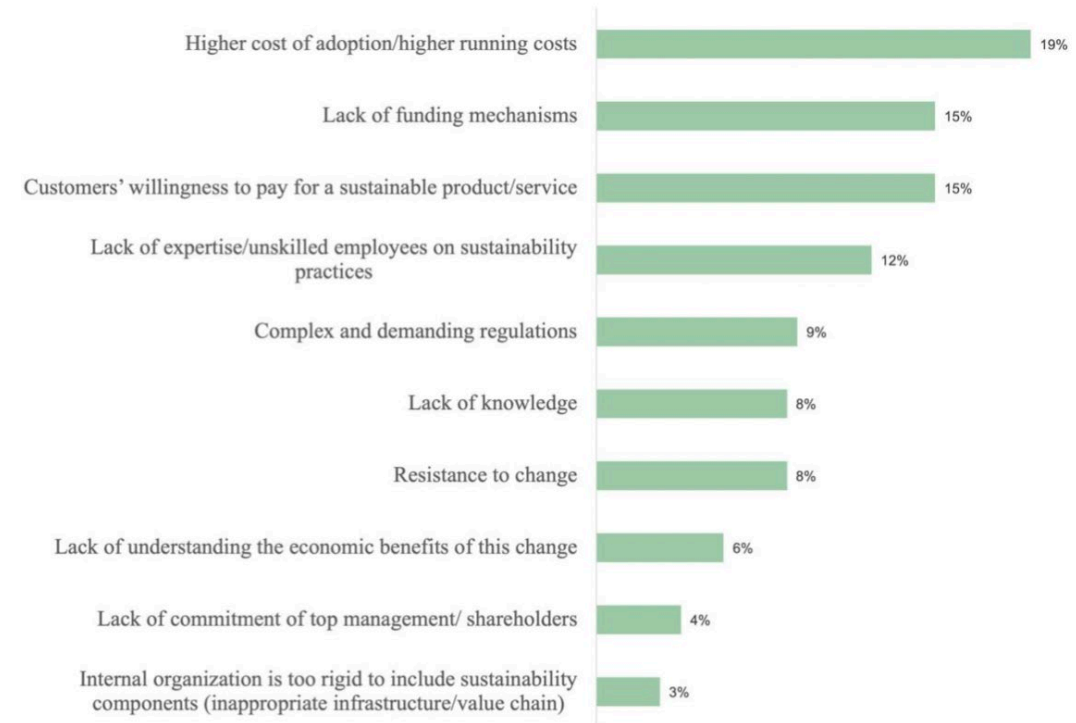
➤ Only half of them have **an annual training plan**

➤ Those that have one, it usually targets one of the following:

- ✓ CSR & Sustainability Reporting
- ✓ Fundamentals of sustainable business partnerships and fair trade
- ✓ Leadership skills
- ✓ Digital skills (incl. Word, Excel)
- ✓ Customer relations
- ✓ Gender & diversity issues, global justice
- ✓ Social competencies, personal development and work-life balance
- ✓ Work security and Safety (in terms of equipment handling)
- ✓ Languages (English, French etc)
- ✓ Project and Events Management
- ✓ etc

➤ The majority agreed that they would need more training and upskilling on all presented sustainability areas showing more preference for understanding and adapting sustainable business models and circular economy

Hierarchy of challenges in adopting/practicing sustainability.



STEP 3: National Roundtables

GOAL: To validate the findings of the research conducted above by engaging local stakeholders in each country



- ✓ **In-person/online/hybrid**
- ✓ **Target groups:** Managers and Professionals, Representatives from Public Institutions (policymakers), and Representatives from Chambers and Business Associations.
- ✓ **Focus:** One sector in each country aligned with S3

KEY FINDINGS IN THE NATIONAL ROUNDTABLES

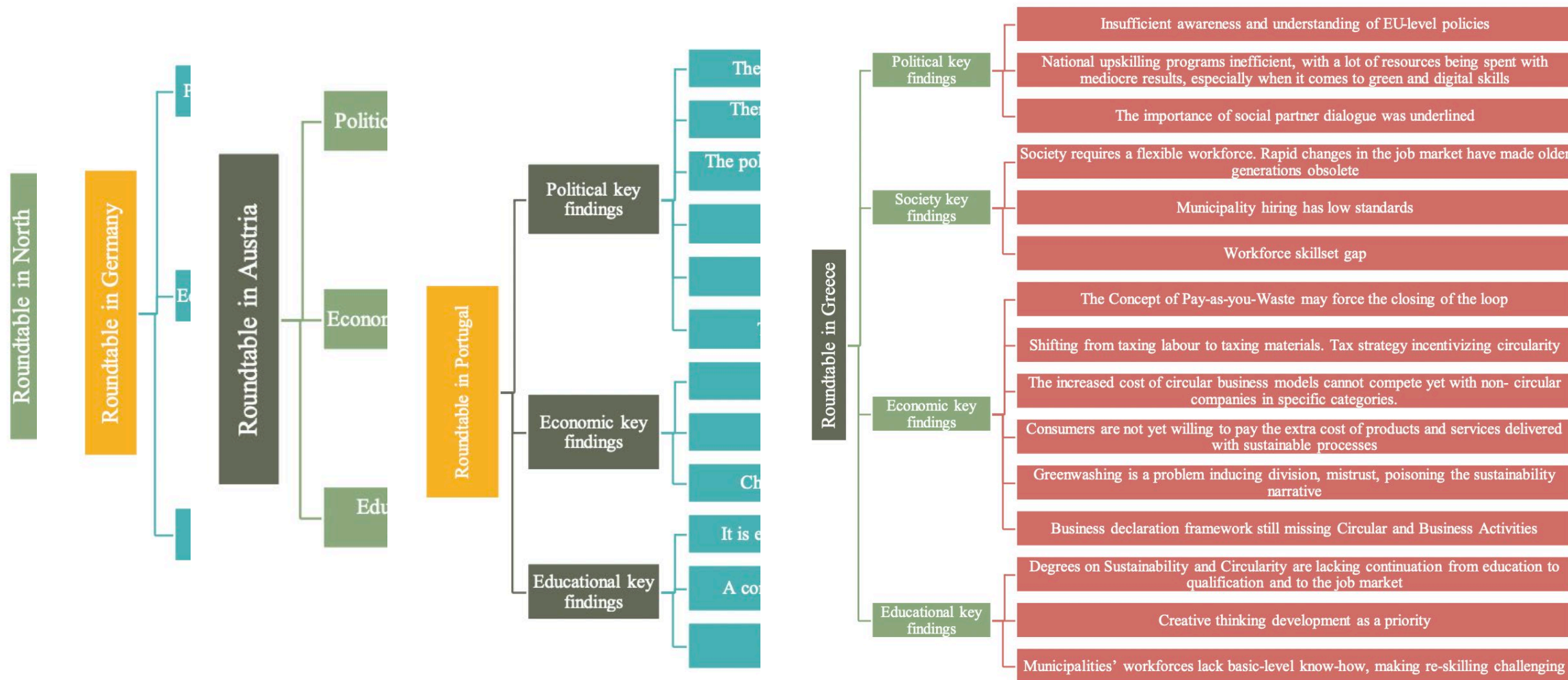


Figure 61 - Roundtable in Greece - key findings

STEP 4: CONCLUSIONS FOR BUSINESSES

Challenges and opportunities in implementing sustainable practices	Potential solutions to support the organisation in the green transformation
<i>1.Costs</i>	<i>1.Creating a new narrative within organisations</i>
<i>2.Resistance to change</i>	<i>2.Education for sustainable development</i>
<i>3.Lack of skilled workers and need for new competencies</i>	<i>3.Utilising core competencies for the greatest benefits</i>
<i>4.Rigid structures</i>	<i>4.Cooperation</i>
<i>5.Digitalisation</i>	<i>5.Investment in training</i>
<i>6.Lack of knowledge about financing options</i>	<i>6.Use of green energy</i>
<i>7.Return on investment (ROI)</i>	<i>7.Managing intellectual capital</i>
<i>8.Greenwashing</i>	<i>8.Improved communication between education and business sectors</i>
	<i>9.Awareness of sustainable practices</i>
	<i>10.Digital transformation for organisations</i>

STEP 4: CONCLUSIONS

- ✓ There is a critical need for an **alternative value system**. Everything is currently focused on money and switching to a sustainable business strategy can often be expensive.
- ✓ The study's participants attest that they were **aware both of the sustainability trends** (including the SDGs) **and the new legislation's expectations**, which are not only difficult but also crucial for the future.
- ✓ Managing current resources and finding new ways to include the **upskilling necessary for employees and the provision of ideas to customers** were seen as critical tasks for the future.
- ✓ Engaging stakeholders from an early stage of the project is a critical milestone for the success of the project.

Some of the future skills addressed are:

- 1.Sustainability***
- 2.Circular Economy***
- 3.Creativity***
- 4.Digital Competencies***
- 5.Design Thinking***
- 6.Knowledge Management***
- 7.Environmental Regulations***
- 8.People Management***
- 9.Behavioural Skills***
- 10.Collaboration***
- 11.Critical Thinking***
- 12.Systemic Thinking***
- 13.Green Skills***
- 14.Cultural Intelligence***

**Get in
Touch**

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