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ISIDE – Improving Social Impact for the Development of Enterprise (2022-1-IT02-KA220-VET-000089406)

LEARNING PROGRAMME

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1. INTRODUCTION

Concerns about environmental sustainability and corporate social responsibility have gained considerable prominence in today's rapidly changing world. As global environmental and societal challenges intensify, businesses are faced with the need to implement sustainable practices and promote their social responsibility. Adapting to these new demands requires employees to develop specialized skills and knowledge in order to meet the challenges of the times and contribute to sustainable development.

Businesses across Europe recognize that adapting to environmental and social challenges requires employees to acquire new skills and knowledge in order to be able to meet the growing demands of the market and society. As companies strive to align their operations with sustainable practices, there is a growing demand for employees with the necessary knowledge and skills to contribute to environmental sustainability and corporate social responsibility initiatives.

This introduction will examine the importance of developing employees' skills for environmental sustainability and corporate social responsibility in Europe, examining the progress made in this area through important literature sources that highlight the trends and challenges related to this issue.

In particular,

- ✓ EU-OSHA (2018) examines the impact of an ageing workforce on environmental sustainability and corporate social responsibility. It offers practical advice on managing the challenges faced by employers in this area and highlights the importance of developing workers' skills to maintain productivity and sustainability.
- ✓ The European Commission report (European Commission, 2019). analyses the importance of upgrading adults' skills to adapt to changes in the labour market and address environmental and social challenges. It provides detailed information on programmes and policies developed at European level to promote skills and professional development of workers.
- ✓ The European Commission (European Commission, 2019) in a report refers to the "Skills for Industry 2030" strategy, which focuses on developing the skills needed to promote sustainability in European industry. The report analyses the importance of skills development for environmental sustainability and provides guidelines for addressing the challenges that arise.
- ✓ The European Agency for Safety and Health at Work (2021) examines the risks associated with green employment and sustainability in the workplace and provides important insights into the changes in skills and knowledge required due to the upcoming green transition.



Similar studies have been published in the international literature. As an indication, we present two of the most recent studies in the field.

- The study by Ruling et al. (2019) examines the relationship between corporate social responsibility and human resource management. It provides a systematic review of the literature and analyses how companies can use HRM practices to enhance their social responsibility.
- The study by Cătoiș et al. (2020) investigates the role of skills in promoting sustainability in entrepreneurship. It examines the links between skills, innovation and entrepreneurial success, as well as the importance of lifelong learning and skills development in promoting sustainable entrepreneurship.

In conclusion, the development of employees' skills for environmental sustainability and corporate social responsibility represents an important factor for the successful adaptation and growth of enterprises in the modern world. The reference to these literature sources provides a solid basis for further research and development of the subject, and demonstrates the importance attached to it at European level.

2. DESK RESEARCH

2.1. Desk Research Literature

Developing employees' skills for environmental sustainability and corporate social responsibility has become increasingly important in today's business and social reality. European organisations are increasingly recognising the need to develop and enhance the skills of their employees to embrace these important values. As companies strive to align their operations with sustainable practices, there is a growing demand for employees with the necessary knowledge and skills to contribute to environmental sustainability and corporate social responsibility initiatives.

To meet the needs and objectives of the programme, the current situation related to the sustainability of enterprises in each country of the partnership focusing on social business innovation and impact was surveyed and is presented below.

2.1.1. Spain

In Spain, companies are working to adopt more sustainable practices in areas such as energy, transport and waste management. It is increasingly common for companies to include sustainability indicators in their financial reporting to communicate their commitment to sustainability to customers, investors and other stakeholders. However, there are still important challenges to be addressed, such as the lack of information, awareness and commitment from some business sectors, as well as the need to foster collaboration between companies, universities and other stakeholders.

Innovation in the field of sustainability can be a key factor for long-term business success, as it can improve efficiency and reduce costs. Spanish companies are making progress in sustainability and are increasingly aware of the need to adopt more environmentally friendly and socially responsible practices.



However, more work needs to be done in this area to achieve a more responsible economy in the future.

Forética's Corporate Sustainability in Spain 2022 report reveals that 91% of Spanish companies consider sustainability to be relevant to their business, and 82% have integrated sustainability into their corporate strategies.

Another study by KPMG (2022) shows that 69% of Spanish companies are investing in innovation and sustainable development to achieve sustainability goals. It also highlights that 83% of Spanish companies consider sustainability to be important for their reputation, and 81% of them consider it important for their market positioning. Furthermore, 58% of Spanish companies believe that sustainability is important for improving efficiency and reducing costs, while 56% of them consider it important for accessing new markets and 46% for attracting and retaining talent.

The Forética report also points out that the energy sector is the sector with the highest degree of maturity in terms of sustainability. On the other hand, the construction and real estate and food and beverage sectors have an average score of less than 50%.

The priority sustainability issues for Spanish companies are climate change, responsible management of natural resources, transparency and good governance, human and social rights management, and innovation and sustainable development. It is also mentioned that in 2021, 25% of the energy consumed by Spanish companies will be renewable, which represents a significant increase compared to previous years.

As evidence, several Spanish companies, although they are large companies, are successfully implementing sustainability strategies. Iberdrola, for example, plans to invest 75 billion euros in renewable energy and energy storage technology. Telefónica, for its part, has adopted a sustainability strategy.

Other companies that are also implementing successful strategies include Acciona, which has developed technology to generate energy from waste, while Repsol is investing in biofuels and solar energy. Naturgy has implemented measures to reduce its carbon footprint and promote the circular economy, and Inditex is working to reduce waste and promote recycling. All of these companies are demonstrating that it is possible to achieve business success while effectively addressing sustainability.

Large companies aside, SMEs face challenges in innovating on social responsibility and moving towards a more sustainable and circular economy. Some of the specific difficulties they face are:

1. Financial constraints: SMEs often have fewer financial resources than large companies to invest in new technologies and more sustainable production processes. This can hinder the implementation of sustainable measures and innovation in these areas.

2. Lack of knowledge: SMEs may not have the expertise on sustainability and circularity that is necessary to innovate in these areas. This can hinder the implementation of sustainable measures and the adoption of new technologies and processes.

3. Lack of specialised staff: SMEs, especially smaller ones, may not have enough staff specialised in sustainability and circularity to lead and implement sustainable initiatives.



4. Market competition: SMEs may face stronger market competition that makes it difficult for them to devote time and resources to sustainability and circularity innovation. In some cases, there may be a stronger focus on immediate profitability than on long-term sustainability.

5. Lack of incentives: SMEs may not have sufficient financial or other incentives to invest in sustainability and circularity innovation. This can hinder the implementation of sustainable measures and the adoption of new technologies and processes.

It is important to note that these difficulties are not unique to SMEs, and many businesses of all sizes face similar challenges. However, SMEs are particularly vulnerable to these challenges due to their limited size and resources. To overcome these difficulties, it is important for SMEs to work in partnership with other actors, including other businesses, government, civil society organisations and the academic community, to find joint solutions. These challenges need to be addressed in an integrated and collaborative way between business, society and government to achieve a real change in the business culture and economic model.

The Spanish government has implemented several initiatives to foster business sustainability and promote a transition towards a more responsible economy. These include the Plan Nacional de Acción de Empresas y Derechos Humanos (National Action Plan for Business and Human Rights), which seeks to promote social responsibility and human rights policies in business, including the creation of a Business and Human Rights Observatory and a Corporate Social Responsibility (CSR) seal. There is also the Circular Economy Strategy 2030, which seeks to reduce the environmental impact of business by promoting the reuse and recycling of waste and innovation in sustainable materials and products.

Other initiatives include the Recovery, Transformation and Resilience Plan, which promotes the transition to a sustainable economy by supporting investment in clean technologies and sustainable mobility, and the Climate Change and Energy Transition Law, which sets ambitious greenhouse gas emission reduction targets and encourages the implementation of measures for the transition to a low-carbon economy.

These data and percentages reinforce the idea that corporate sustainability is gaining importance in Spain and that Spanish companies are taking steps to integrate sustainability into their corporate strategies and improve their social and environmental performance. However, there are still important challenges to be faced, such as the lack of information, awareness and commitment of some business sectors, as well as the need to foster collaboration between companies, public organisations, universities and other key actors. Despite the important steps taken, further work in this area is needed to achieve a more sustainable and responsible economy in the future.

2.1.2. Greece

Greece, a country known for its rich history and cultural heritage, is at the forefront of embracing



sustainability and fostering social business innovation. In recent years, there has been a growing recognition of the importance of incorporating sustainable practices into enterprises, not only to protect the environment but also to create positive social impact. In the following, we will present an overview of the current situation related to business sustainability in Greece, with a particular focus on social business innovation and its impact.

Embracing Sustainability:

Greek enterprises have recognized the urgency of incorporating sustainable practices into their operations and increasingly adopting sustainable practices to address environmental challenges and promote responsible business operations. Across various sectors, companies are adopting measures to mitigate their environmental impact and many companies have implemented energy-efficient measures, waste reduction initiatives, and eco-friendly production methods. One key aspect of embracing sustainability in Greece is the adoption of energy-efficient measures, reduce their energy consumption and minimize their carbon footprint.

In recent years, there has been a significant shift in mindset, as Greek enterprises prioritize sustainable practices and environmental responsibility which becoming prevalent strategies in Greek businesses. For example, in the food and beverage industry, producers are implementing organic farming techniques and sustainable packaging to minimize their ecological footprint and cater to the growing demand for environmentally friendly products. By aligning with global sustainability goals, such as the United Nations Sustainable Development Goals (SDGs), Greek enterprises by embracing sustainability, contribute to the preservation of the environment, promote economic growth, and ensure the well-being of current generations and ensuring a more sustainable future for generations to come.

Social Business Innovation:

Greece's social business innovation has experienced a remarkable increase, with companies utilizing their resources to address social issues and promote positive change in their communities. These innovative models take into account the economic, social, and environmental components of success, recognizing their interdependence. Greek organizations are leading in the development of social business solutions that benefit communities, promote diversity, and address important societal issues.

One notable example of social business innovation in Greece is the promotion of environmentally responsible tourism. Tourists in the tourism industry are promoting responsible travel behavior that not only has a minimized environmental impact, but also benefits local communities. Social enterprises that focus on sustainable tourism provide unique experiences that highlight the local culture, support small-scale entrepreneurs, and invest a portion of their revenue into community projects. These initiatives not only provide economic benefits, but also preserve cultural heritage, promote cultural exchange, and inspire a sense of pride and ownership in the local community.

Another aspect of social business innovation in Greece is the creation of employment opportunities for marginalized populations. Social enterprises participate in initiatives that help refugees, individuals who have financial hardships, and other marginalized populations. By offering professional training,



development, and employment opportunities, these companies enable individuals to regain their autonomy, increase their income, and contribute to society. These initiatives not only address the immediate concerns of marginalized individuals, but also promote social inclusion and diversity within the workplace.

Additionally, social business innovation in Greece has involved initiatives intended to educate and promote youth. Greek companies are committing funds to initiatives that promote educational programs, develop fundamental abilities, and promote entrepreneurship among adolescents. By providing the youth with the necessary tools and knowledge, these initiatives promote innovation, creativity, and social mobility. Through education and entrepreneurship, the younger generation is empowered, which leads to social harmony, decreases inequality, and promotes a culture of innovation and sustainable development.

The influence of social business innovation in Greece is greater than the influence of individual companies. Cooperative networks and platforms have evolved, these networks facilitate the exchange of knowledge, the sharing of resources, and collaboration between social entrepreneurs. These networks increase the collective effect of social business initiatives, support the development of social entrepreneurs, and promote a collaborative and educational environment.

Overall, social business innovation in Greece has made significant progress as companies strive to create positive social impact while being profitable. From eco-friendly tourism and employment for marginalized people to educational programs and community-driven networking, Greek companies have a track record of driving change and empowering communities. By addressing social issues and promoting environmentally sustainable and socially inclusive practices, social business innovation in Greece demonstrates the catalytic role of business for good. These initiatives not only have a positive impact on the well-being of individuals and communities, but also contribute to creating a more balanced and resilient society.

Impact on Local Communities:

Sustainable enterprises in Greece are actively engaged in generating positive social impact within local communities. By adopting inclusive business models, these enterprises contribute to poverty reduction, economic development, and social inclusion. For instance, there are initiatives focused on empowering women through entrepreneurship, supporting rural areas by promoting local products, and revitalizing cultural heritage sites through sustainable tourism. These efforts not only improve the well-being of individuals but also enhance the overall resilience and cohesion of Greek society. By actively involving local communities in their operations, sustainable enterprises create a sense of ownership and empower individuals to shape their own future.

In Greece, social business innovation has led to initiatives that empower women through entrepreneurship. Sustainable enterprises provide women with training, mentorship, and access to resources, enabling them to start and grow their own businesses. This contributes to economic empowerment, financial independence, and challenges gender stereotypes. By prioritizing women's empowerment, these enterprises create a multiplier effect, as empowered women become agents of change within their families and communities, inspiring others and fostering a culture of entrepreneurship and gender equality.

Rural communities in Greece also benefit from sustainable enterprises that promote and market local



products. Through collaborations with farmers and artisans, these enterprises provide a platform for rural communities to showcase their products and expand their market reach. This support contributes to the preservation of traditional knowledge and cultural heritage while enhancing the economic prospects of rural areas (Enterprise Greece, 2021). By promoting local products, sustainable enterprises reduce the carbon footprint associated with long-distance transportation and contribute to the development of resilient and self-sustaining local economies.

The revitalization of cultural heritage sites through sustainable tourism is another impactful outcome of social business innovation in Greece. Sustainable enterprises develop tourism initiatives that promote responsible travel practices and preserve the rich cultural heritage of the country. Through engagement with local communities, these enterprises create opportunities for community members to actively participate in the tourism industry and benefit economically from sustainable tourism activities. This approach not only preserves cultural traditions but also fosters intercultural dialogue, mutual understanding, and creates a more authentic and immersive experience for visitors.

Collaboration with local organizations and community groups is a key element of sustainable enterprises in Greece. By involving local communities in decision-making processes and operations, these enterprises foster a sense of ownership, agency, and social cohesion. Strong partnerships with local organizations contribute to the sustainability and effectiveness of initiatives, creating a network of support and collaboration that amplifies the impact of social business innovation.

In conclusion, sustainable enterprises in Greece are making a significant impact on local communities by prioritizing poverty reduction, economic development, and social inclusion. Empowering women through entrepreneurship, supporting rural areas through the promotion of local products, and revitalizing cultural heritage sites through sustainable tourism are examples of how social business innovation is transforming lives and fostering resilience in Greek society. By actively involving local communities and collaborating with local organizations, these enterprises create a sense of ownership, empowerment, and social cohesion. Through their efforts, sustainable enterprises are shaping a more equitable and prosperous future for Greece.

Policy Support and Collaboration:

The Greek government has recognized the importance of sustainability and social business innovation, leading to the implementation of supportive policies and initiatives. For example, the National Strategy for Sustainable Development aims to integrate sustainability principles into all sectors of the economy. This strategy provides a roadmap for enterprises to navigate the transition towards sustainability and encourages the adoption of innovative business practices. Additionally, public-private partnerships and collaborations between enterprises, civil society organizations, and academia are fostering a collaborative ecosystem for sustainable business practices. Such collaborations are crucial for sharing knowledge, resources, and best practices, ultimately driving the sustainability agenda forward.

The sustainability of enterprises in Greece is a promising and evolving landscape, with a growing emphasis on social business innovation and impact. Greek companies are increasingly adopting sustainable practices,



embracing social business models, and generating positive change within local communities. The government's support through policies and collaborations further reinforces this trend. As Greece continues to prioritize sustainability and social responsibility, the stage is set for a thriving ecosystem where enterprises can drive economic growth while making a tangible difference in society. By building upon these foundations, Greece has the potential to become a beacon of sustainable business innovation in the European and global arenas.

2.1.3. Bulgaria

“The topic of sustainability, and in particular the sustainability practices of companies, is especially relevant nowadays. The introduction of such practices is very important for Eastern European countries, including Bulgaria.” Worldwide is recognized that Corporate Social Responsibility (CSR) is synonym of sustainable development, management of non-financial risk, as well as internationally social standards, principles and norms.

Well-being at the workplace is becoming an increasingly important topic – globally, as well as in Bulgaria. The latter is the finding of the first Bulgarian study on the topic of how companies understand and apply well-being in the workplace. The survey was conducted by the Bulgarian Association of People Management (BAPM), denkstatt Bulgaria and Eudamonia Solutions in the period September – October 2017. It included experts engaged in human resource management and development in companies from different branches as well as managers in small and medium-sized businesses.

Many authors consider corporate social responsibility a core of the social innovations. The reason is the common approach to both processes concerning the implementation of the new European strategy for single market through the establishment of a socially innovative society, placing the social inclusion on a new level, the paradigm "new knowledge - new work place", etc. Social innovations and corporate social responsibility have similar goals, common priorities, but the range of the corporate social responsibility is narrower than the one of the social innovations. The latter include also other practices like social entrepreneurship, social enterprises, effective access to a risk capital, and all topics outside the range of the corporate social responsibility.

The CSR standards helps representatives of the business sector to design, implement and develop policies aimed at the proper management of human resources and on the meanwhile to design, create and implement social innovations within the business that can have significant positive social impacts. Thus, supporting the SMEs to demonstrate to third parties their implacability towards employers.

This is an important component of a successful business strategy for sustainable development, which helps companies not only to increase their influence on the market, but also to build a positive public image. In Bulgaria some companies invest in CSR for their reputation or to maintain company competitiveness, while others invest in it out of a sense of moral duty to society (Bansal & DesJardine, 2015).

In Bulgaria, one of the main problems is the lack of awareness on the matter, since for the most part of Bulgarian enterprises the concept is completely new and is still being developed, as a concept and an idea in the Bulgarian socio-economic environment. Corporate social responsibility is a sustainable social



commitment of the state with a growing role and importance in terms of increasing the responsibility of companies and enterprises to employees and their families and their impact on society. In other words, companies should work voluntarily to achieve social and environmental goals within their business activities. In order to comply with their corporate social responsibility, businesses should have a mechanism for integrating social and environmental, ethical, human rights and consumer issues into their business operations. Corporate social responsibility is the voluntary commitment of the business to make its contribution to social, economic and sustainable development - a contribution that goes beyond the legally defined requirements regarding social and labour legislation - working conditions, labour relations, environmental protection.

The Ministry of Labour and Social Policy lays down and plays an important role in promoting socially responsible practices in society by promoting, encouraging and supporting the introduction of corporate social responsibility, creating conditions for effective partnerships between all interested parties.

During its meeting on August 28, 2019, the Bulgarian government adopted a Corporate Social Responsibility Strategy for the period 2019-2023. The development of the CSR Strategy 2019-2023 is in response to the government's political commitment to improving the quality of life of population through transparent, socially responsible business practices and in implementation of the government's Management Program.

Among the goals of the document are: promoting sustainable implementation of transparent, socially responsible management and business practices, as well as stimulating the development of a policy of socially responsible management of enterprises with state and municipal participation and in public administration structures.

Four strategic goals, relevant activities and measures for their implementation are set. The implementation of the Strategy will take place in three stages: 2019, 2020 - 2021, 2022 - 2023. Action Plans /2019 and 2020-2021/ have been developed to implement the Strategy, and the planned activities are in compliance with the objectives of the Strategy and represent coordinated joint actions of the interested parties. If there is a proven need, especially as a consequence of technological development, leading to qualitatively new labour relations and impact on the environment and society, an update of the Strategy is possible (Portal for public consultations - Council of Ministers, <https://www.mlsp.government.bg/>). In general, corporate social responsibility in all definitions is accepted as a form of corporate strategic management that sets management standards at a higher level than legal coercion, and presents CSR as a system for managing the relationship between the company and its environment (stakeholders - a person or group that has interests in decision-making or in the actions of a given organization).

During the Social Innovation future in Bulgaria event, held on March 28th in Sofia, brought together more than 80 experts from the fields of social entrepreneurship, business, finance, impact activism and public authorities to discuss the future of social innovation and the role of competence centers in driving it forward.

The experts involved discussed the current state of social innovation in Bulgaria, as well as how it can be used to create a more equitable and sustainable future and presented models of structure, mission and functions for the Competence center to be established in Bulgaria. The results of the discussion putted in



evidence that in order to promote social innovation, it is essential to create and support competence centers. These centers will be able to provide resources, guidance, and support to those trying to create innovative solutions to societal challenges. They will also serve as platforms for collaboration between the private, public, and social sectors, in order to create a more equitable and sustainable future and to find ways to collaborate and share resources in order to promote social innovation.

In this context, according to the data covered by the different surveys conducted in Bulgaria, social innovations in Bulgaria stands out the fact that more than half of the companies (55%) do not know what social innovation is and / or do not evaluate the effects that social innovations can have.

2.1.4. Italy

For the past fifteen years, the Italian economy has been characterized by overall stagnation. The recent COVID-19 pandemic, combined with the current energy crisis, have made experts fear a setback in the Country's economic growth, and a difficult and slow recovery. The crisis has also touched the social business and innovation sphere, challenging the companies' ability to invest in sustainability, and thus Corporate Social Responsibility.

Despite this, according to the Osservatorio Socialis, in 2022, Italian enterprises have shown great resilience, recording a 20% increase in investments in sustainability compared to the study made by the same observatory in 2019. Confirming the trend, in 2022 ISTAT registered a growth of the investments in environmental sustainability for the overall Italian industry. Since the end of the Second World War, the Italian system has been characterized by a high focus on cooperation and solidarity. Considering Italian social vocation, it should be recognized the relevant presence of the non-profit sector, made by 363,499 organizations (mostly associations, the 85%). The non-profit sector increased over the years, and more than 16,000 social enterprises (legally recognized by the specific law).

Italy was the second country, after the United States, to introduce in 2016 the legal form of the "Società Benefit", companies that combine financial with social and environmental goals, and declare this mission in their statutes. At December 2022 more than 2,600 companies were registered as Società Benefit. Moreover, even though not so significant in terms of quantitative impact, in 2012, the Italian government run specific legislation for startups with a social and environmental impact: a register for "innovative startups with a social vocation" SIAVS. From 2013 to 2022, the annual growth rate was 52%, from 14 to 267.

The main drivers of the growth are international impulses, in this direction should be considered, starting from the UN Conference on Sustainable Development and then to the more recent Green New Deal launched by the European Commission in December 2019. The latter in particular represents the main impetus for public and private investments, with the Next Generation Europe Plan, covering the 2021-2027 programming period, included in this institutional framework.

As stated in a Confindustria report of 2020, the Next Generation Europe Plan is the most important driver of industrial development and transformation in the near future for European enterprises, and consequently the national Plan "Piano Nazionale di Ripresa e Resilienza (PNRR)". The ability of the PNRR to incentivize sustainable practices is seen as likely by the majority of respondents to the 10th Socialis Observatory Report



on CSR and Sustainability: 85% of respondents give a positive answer. The average increase in investment in sustainability and CSR is around 17%. A further driving force is legal obligations, which in some sectors such as electricity, water and waste are particularly stringent. In this regard, it should be considered that in Italy the industrial sector most inclined to voluntary investment is manufacturing. This propensity to invest in environmental sustainability concerns all size classes of the companies involved, obviously taking into account that the frequency of cases and the degree of complexity of the strategies adopted grow with the size of the organization. According to estimates by the Centro Studi Confindustria itself, among the top ten manufacturing systems with the lowest environmental impact nine are European, and among these the performance of Italy and Germany stands out.

The other sectors most involved in social innovation are finance, electronics, IT, telecommunications, chemicals and pharmaceuticals. The types of investment vary from sector to sector and the main focus is on the development of activities targeting employees and the surrounding territory, sustainability and CSR. Sustainability is understood both from the point of view of the company's environmental impact and from a social point of view, also considering internal policies on the treatment of employees.

The most widespread impact activities in Italian companies remain those in favor of environmental sustainability understood as 'direct actions', i.e. investments to improve energy saving, investments in new technologies to limit pollution and improve waste disposal, changes in organization, structure and internal services. ISTAT investigated the sustainability attitudes of Italian enterprises in relation to their size. According to the data collected for environmental sustainability, all company sizes rank among the slightly sustainable companies (index values between 0.25-0.50); as far as social sustainability is concerned, on the other hand, it appears that only medium-large companies with 250 and more employees rank among the group of moderately sustainable companies (values 0.50-0.75). It can therefore be said that in Italy the size of an enterprise is more likely to entail a sustainable impact, not only from an environmental but also from a social point of view. Moreover, Italian companies are much more sensitive to sustainability issues than foreign corporates, except for activities relating to voluntary objectives beyond legal obligations, confirming how the legal system is the major driver of the green transition and sustainability development of Italian enterprises. From a geographical perspective, when considering summaries of sustainability indicators, social sustainability has higher values than environmental sustainability throughout Italy, respectively: the North-East region turns out to be the most virtuous area for both social and environmental impact, the Centre the least virtuous in the environmental field, and the South the least virtuous in the social field. Moreover, in the Southern regions there is little patenting activity due to the low weight of the industrial component in this area, which generates a limited demand for scientific knowledge.

The main types of investments are within the company, then those in the national territory, followed by those in the area closest to the enterprise's headquarters. Compared to 2015, in 2021 there is a return to impact actions aimed at foreign countries: on average, Italian enterprises are active in 1.5 different territories or areas.

In conclusion, it can be affirmed that the most virtuous are large enterprises, in the North-West region, in the sectors of finance, electronics, IT, telecommunications and pharmaceutical chemicals. In the framework



presented, the main challenges are the integration of governance with common, clear and measurable objectives among all societal actors, and thus reducing the large gap dividing the public research ecosystem from the industrial innovation ecosystem, with knowledge co-generation policies between the university and enterprise worlds. This gap can be bridged by the capacity of the various governance bodies to work on several institutional levels - European, national and sub-national - and in the full involvement of civil society by considering the vote with the consumers' wallet as central.

2.1.5. Portugal

There is a growing interest in social business innovation and impact in Portugal. Social innovation is seen as a process that increasingly impacts resilience and sustainable development, and the Portuguese context is boosted by a pioneering public policy – Portugal Inovação Social (PIS) – focused on building resilience through innovation. Social entrepreneurship offers great potential for innovation, as it allows for creating and testing new business models to address social and environmental issues. However, social innovators in Portugal face difficulties due to the absence of a general regime for social enterprises, which weakens the connection between social enterprises and the social economy. As a result, social entrepreneurs in Portugal often have to fit their efforts and organizations into either for-profit businesses or non-profit organizations. To explore this further, the following sections of the desk research will focus on these organizational types and their efforts for sustainability and impact in Portugal.

Sustainable Development in Portugal

Having made significant efforts towards sustainable development, overall, Portugal ranks 18th in the SDG Index Score (out of 34 EU countries). That is not to say that the way forward is easy, in fact, out of the 17 SDGs, only one (SDG 10. Reduced Inequalities) is on track to reach its goal by 2030. Meanwhile, 9 others are increasing moderately and the remaining 7 are either stagnating or decreasing, for example, SDG14. Life Below Water.

Portugal's performance, according to the OECD report, has shown strengths in meeting health targets, promoting gender equality, renewable energy production, energy efficiency, minority inclusion, good air quality, and improving recycling. However, challenges remain in access to healthcare for vulnerable groups, high levels of obesity and substance consumption, low water ecosystem protection, slow economic growth, urbanization, tourism impact monitoring, responsible consumption, soil degradation, biodiversity loss, judicial system trust, and financial aid for development.

Sustainability in companies

Due to the power of companies, their dimension in the global economy, their investment capacity, and their significant role in generating wealth, they have a privileged role in contributing to the Sustainable Development Goals. But for that to become a reality, it is crucial that business agendas align themselves with the SDGs so that the private sector becomes a positive, and not negative, contribution to the main challenges of humanity, meeting the extent of its potential to drive change.



In Portugal, key stakeholders identify that there is a gap between the companies' intentions and the actions they take of contributing positively toward the SDGs. In fact, Universidade Católica de Lisboa, by liaising and sharing information with consulting firms, identifies:

The SDG Agenda is not yet incorporated into the companies' strategic agendas, meaning the issue is still seen from a perspective of compliance and not a competitive advantage;

Many companies adopt this Agenda due to pressure coming from researchers and financial markets or just to comply with regulations. In the case of Portugal, the international market pressure is lesser in that sense, making the country not a pioneering country in adopting the SDG Agenda;

Different levels of adoption of this issue can be seen – some companies are more advanced and have a more active positioning, while others act in a more reactive way. In some sectors, such as the energy sector, companies are adopting this Agenda because it is part of the nature of their industry.

That said, data collected directly from Portuguese companies (163 Large and Small and Medium-Sized companies), show a different picture, as they report and demonstrate high alignment with the UN Agenda. The main obstacles identified, though, are associated with a lack of knowledge regarding the operationalization and reporting of the SDGs, and the lack of resources for their application.

Having SMEs not only onboard but rather fully committed to the SDGs is crucial given that they are the engine of the Portuguese economy. They represent 99,9% of the total number of companies, 78% of total employment and 70% of the gross value added of the economy, which represents a substantial cumulative impact.

Social innovation in the social sector

In a context where progress toward the SDGs has stalled, the social and solidarity economy signals a concrete pathway for placing people and the planet front and center in the development agenda. It provides a road map that signposts specific types of organizations and enterprises that reconnect the economy and society, as well as principles grounded in ethical values, development objectives, and priorities.

The social economy in Portugal has more than 61.000 registered organizations. It is made up of numerous small, mature organizations, pulverized throughout the country and across all economic activities. Alone, it represents 5.2% of total jobs and 6% of paid employment, but the remuneration practised is incompatible with the market. In general, social initiatives work with a reduced team and are operationally dependent on volunteers. The quantity and quality of labour, with lower pay and low management knowledge, harm their productivity.

The Portuguese social economy also faces problems of low innovation and experimentation, having low access to financial resources that allow for bigger liquidity. Only 3.5% of social economy organizations in Portugal have access to sources with liquidity such as financing, quotas, and investments – a number well below the European average of 25%. As a consequence, Portuguese social initiatives are highly dependent on public investment, with the most popular business models being based on revenues from free services



to customers, paid by the government.

Government support

The government of Portugal has taken an active role in promoting social business innovation through policies and initiatives aimed at stimulating the social investment market and empowering actors in the field. The initiative called Portugal Inovação Social (PIS), in particular, is a government program aimed at promoting social innovation and stimulating the social investment market in Portugal. This initiative seeks to foster the impact economy and create new solutions for social issues through social innovation. The government's efforts to promote entrepreneurship and social innovation are also contributing to the growth of the social economy in Portugal. While entrepreneurship and social innovation already have strong economic effects, there is still a need for theoretical underpinnings.

Public incentives in Portugal generally seek to address innovation and social inclusion by focusing on qualification and employment. The PIS initiative in its turn, goes beyond these targets by favouring what emerges from society itself, through a bottom-up strategy. In this sense, it encourages the creation of projects supported by collective interest, based on empirical social demands. As a consequence, these projects not only offer ground for social innovations, but they can also save government resources and eventually be turned into public policies, after being tested.

Another case worth mentioning is the National Recovery and Resilience Plan (Plano de Recuperação e Resiliência - PRR) that was approved in 2021. The PRR is framed in the Next Generation EU, which aims to transform Europe and make it greener, more digital, and more resilient, aligned with the 2030 Agenda. The PRR has three structuring aspects: Resilience, Climate Transition, and Digital Transitions, with a budget of 16,6 billion euros. Although clearly connected to the 2023 Agenda, it lacks measures and resources that structure its actual contribution to the SDGs.

Overall, while Portugal has made progress, there are challenges to overcome in order to fully integrate the SDGs into companies' strategic agendas, strengthen the social economy, and ensure a more comprehensive and impactful approach to sustainable development.

2.2. Desk Research of Vet Courses

Businesses in all sectors recognise the importance of sustainability and corporate social responsibility (CSR) are increasingly integrating these practices into their operations. Employees with sustainability and CSR skills are highly valued in the labour market and there is a growing demand for employees with relevant knowledge, skills and abilities to integrate.

Universities play a critical role in developing workers' skills for environmental sustainability and CSR. Environmental sustainability and CSR require interdisciplinary cooperation. Universities, with their different academic departments and expertise, can facilitate cooperation between students from different disciplines.

By offering courses that encourage interdisciplinary approaches to sustainability and CSR, universities

promote teamwork and prepare employees to work collaboratively on cross-functional initiatives. At the same time, they provide the knowledge and tools and encourage critical thinking and innovation among employees needed to identify and creatively address the challenges of modern times.

They can also respond to the growing demand for sustainability skills, foster responsible leaders, support organisational sustainability efforts, promote innovation and facilitate collaborative approaches.

Through such courses they enhance the employability of their graduates, help meet demand and ensure that graduates, equipped with the necessary skills, are prepared for careers that implement and integrate sustainability and CSR practices.

This is helping to develop a generation of professionals who prioritise sustainability and CSR in their careers and drive positive change in organisations.

The countries participating in the partnership have investigated the university courses offered in the field, as illustrated below

2.2.1. Spain

Spain, like many other countries, faces significant environmental challenges, such as climate change, biodiversity loss, water scarcity and pollution, but also social expectations regarding sustainable practices.

Spain has implemented various environmental and CSR regulations, both at national and regional level, and has committed to the Sustainable Development Goals (SDGs). At the same time, businesses are increasingly recognising the importance of sustainable practices and social responsibility. There is therefore a growing demand for professionals with knowledge and skills in environmental sustainability and CSR in different sectors in Spain.

It is therefore considered highly necessary for Spanish universities to have courses on environmental sustainability and corporate social responsibility (CSR) in order to educate students, inspire them and produce graduates who are well prepared for the labour market.

Project	Máster en RSC y Sostenibilidad - Master in CSR and Sustainability
References	https://www.ucm.es/
Description	The Master's Degree in CSR and Sustainability is a postgraduate programme offered by UCM that aims to train professionals qualified in the field of



	<p>Corporate Social Responsibility (CSR) and business sustainability. The programme addresses theoretical and practical aspects related to the ethical and responsible management of organisations, the integration of sustainability in business, corporate governance, and the measurement of social and environmental impact, among other relevant topics.</p>
Title of course	<p>Máster en RSC y Sostenibilidad - Master in CSR and Sustainability</p>
Program Manager	<p>Universidad Complutense de Madrid (UCM) - University of Madrid (Spain)</p>
Topic	<p>Corporate Social Responsibility (CSR) and business sustainability.</p>
Description of the COMPETENCE	<p>The master's degree aims to develop students' competences to understand and apply the principles of CSR and sustainability in the business context. Participants will acquire skills to analyse and evaluate the social and environmental impact of organisations, design sustainable strategies, implement CSR policies, and effectively communicate sustainability actions to different stakeholders.</p>
Necessary knowledge	<p>The master's degree is aimed at students with previous training in areas related to business management, economics, social sciences or related disciplines. Basic knowledge of corporate social responsibility, sustainability and business ethics is recommended</p>
Applied skills and abilities	<p>During the programme, students will develop skills in CSR and sustainability analysis, sustainable project management, ethical decision-making, responsible corporate communication, social and environmental impact assessment, and the implementation of sustainability strategies. Critical thinking, leadership skills and multidisciplinary collaboration will also be fostered.</p>



2.2.2. Greece

In recent years, there has been an increasing tendency for Greek universities to offer courses on environmental sustainability and CSR. This trend is likely to continue in the coming years, as the importance of these issues becomes increasingly clear.

Overall, there are many good reasons why Greek universities should offer courses on environmental sustainability and CSR such as:

- Increased awareness of environmental issues.
- Improved skills for sustainable careers.
- A more sustainable future for Greece.

These courses can help to increase awareness of environmental issues, improve skills for sustainable careers and create a more sustainable future for Greece.

Project 1	Master's Program
References	https://msc.icsd.aegean.gr/en/innovation/
Description	The objective of the joint MSc in Digital Innovation and Startup Entrepreneurship is to provide specialized training in startup firms management through both theoretical and applied topics in contemporary e-commerce: digital marketing techniques and strategies, business models, the role of information systems in modern businesses, digital startups and digital services.
Title of course	Master's in Digital Innovation and Startup Entrepreneurship
<i>Program Manager</i>	University of the Aegean In collaboration with the National Technical University of Athens



<p><i>Topic</i></p>	<ul style="list-style-type: none"> • Business Management, • Digital Marketing, • Project Management for Information Systems Development, • Innovation and Entrepreneurship, • Digital Innovation, • Information Systems for Enterprise Resource, • Big, Open and Linked Data Management, • Digital Technologies and Web Services, • Business Analytics, Startup etc.
<p>Description of the COMPETENCE</p>	<p>The graduates of the joint MSc programme will gain important and essential knowledge and skills for their professional development. They will be able to think outside-the-box and embark on business activities that will target an international audience and will be able to grow rapidly. Honours graduates will have the opportunity to discuss possible collaboration with affiliated companies and organisations in Greece and abroad.</p>
<p>Necessary knowledge</p>	<ul style="list-style-type: none"> • Degree or diploma holders in informatics and communications, engineering, sciences, technology, economy or administration, or equivalent fields of study, from Greek universities or Technical Educational Institutions, or international institutions that are officially recognized by the Greek state • Graduates from Greek military higher education institutions



Project 2	Master's Program									
References	https://www.eap.gr/education/postgraduate/biannual/msc-in-innovation-management-and-entrepreneurship/topics/									
Description	In this context, the MSc “Innovation Management and Entrepreneurship” aims to enhance the knowledge and skills of participants to take advantage of unexplored opportunities and innovate in an existing organization, in a family business or in their own business venture as aspiring entrepreneurs. This is an innovative programme by Greek and international standards, designed according to best practices of similar programmes offered abroad, and including attracting topics for the contemporary labour market, such as Innovation Management, New Venture Creation, Digital Transformation, Design Thinking, etc.									
Title of course	MSc in Innovation Management and Entrepreneurship									
Program Manager	Hellenic Open University									
Topic	<p>1st semester</p> <table border="1"> <thead> <tr> <th>Course ID</th> <th>Course</th> <th>Press</th> </tr> </thead> <tbody> <tr> <td>IME50</td> <td>Introduction to Innovation and Entrepreneurship Theory and Practice</td> <td>Compuls</td> </tr> <tr> <td>IME51</td> <td>Strategic Management Innovation</td> <td>Compuls</td> </tr> </tbody> </table>	Course ID	Course	Press	IME50	Introduction to Innovation and Entrepreneurship Theory and Practice	Compuls	IME51	Strategic Management Innovation	Compuls
Course ID	Course	Press								
IME50	Introduction to Innovation and Entrepreneurship Theory and Practice	Compuls								
IME51	Strategic Management Innovation	Compuls								



	IME52	New Venture Creation and Business Planning	Compulsory	10
	2nd Semester			
	Course ID	Course	Press	
	IME53	New Product Development	Compulsory	
	IME54	Managing Innovative Projects	Compulsory	
	IME55	Technology Commercialization	Compulsory	
	3rd Semester			
	Course ID	Course	Press	
	IME60	New Product Development	Compulsory	
	IME61	Managing Innovative Projects	Compulsory	
	IME62	Technology Commercialization	Compulsory	
	IME63	The Human Factor in Innovation	Compulsory	
	4th Semester			



	Course ID	Course	Type	ECTS
	IMEDE	Msc Thesis	Compulsory	30
Description of the COMPETENCE	<p>Upon successful completion of the programme, graduates will be able to:</p> <p>Understand the basic principles of innovation and entrepreneurship.</p> <p>Analyze organizational processes to enhance innovation.</p> <p>Manage the innovation process efficiently and effectively.</p> <p>Identify the steps required from the conception of the idea to the creation of innovation and the entry into the market.</p> <p>Understand the concepts of “business model” and “open innovation” and design successful business models for their own ideas.</p> <p>Think creatively about contemporary business issues.</p> <p>Να σκέφτονται δημιουργικά για σύγχρονα επιχειρηματικά θέματα</p>			
Necessary knowledge	<p>The Post-graduate programme accepts graduates or higher institution diplomas of related disciplines holding a B2 certification in the English language. The programme is offered in English.</p> <p>The knowledge of an extra foreign language except the language of the programme and good computer-Internet skills would be useful for the successful participation in the programme.</p> <p>Note:</p> <p>Holders of a degree or diploma of higher education means graduates of Greek Universities or Polytechnics or Higher School of Fine Arts or Higher School of Pedagogical and Technological Education or Higher Technological Educational Institutions (ATEI) or those who hold academically equivalent first cycle degrees from recognized foreign educational institutions with the degrees awarded by the Greek</p>			



	<p>Higher Educational Institutions, in accordance with the provisions of article 304 of Law No. 4957/2022 (Government Gazette 141/21.07.2022, vol.)</p> <p>Marking:</p> <p>For the evaluation of the application to the Postgraduate Studies Programme, it will be examined whether the candidate’s institution of study is or may be included in the National Register of Recognised Higher Education Institutions of Foreign Countries and whether the candidate’s degree is or may be included in the National Register of Types of Degrees of Recognised Institutions of Foreign Countries.</p> <p>The Hellenic Open University, if the degree is included in the list of article 307 of Law No. 4957/2022, must request a “Certificate of Place of Study”, which is issued and sent by the foreign university. If the place of study or part of the studies is confirmed as the Greek territory, the degree is not recognized, unless the part of the studies that took place in the Greek territory is in a public higher education institution or in a recognized foreign educational institution within the meaning of paragraph b) of article 299 of Law No. 4957/2022.</p>
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2.2.3. Bulgaria

Corporate social responsibility (CSR) is the concept that businesses have a responsibility to society beyond simply making profits. CSR can include things like environmental protection, social justice, and ethical business practices.

There are a number of reasons why Bulgaria universities must have courses about environmental sustainability and CSR. These courses can help to:

Develop critical thinking skills. These courses require students to think about complex environmental and social issues, and to develop solutions that are both effective and ethical.

Promote entrepreneurship. Many sustainable businesses are founded by people who have been educated about environmental sustainability and CSR. These courses can help to inspire students to start their own businesses that make a positive impact on the world.

Build a more just and equitable society. CSR can help to address issues of social justice, such as poverty, inequality, and discrimination. Courses on environmental sustainability and CSR can help to raise awareness of these issues and to promote solutions that benefit everyone. #6AA84F

Project	ESG Academy – Sofia University Kliment Ohridski
References	https://www.uni-sofia.bg › brosrura_esg_EN
Description	<p>The ESG Academy is the first holistic national qualification programme for CSR and Sustainability specialists. The main objective of the certification programme is to deliver knowledge in the field of environmental and social business governance (ESG management), identification and management of the non-financial risks and attraction of sustainable investments through development of innovations in the field of social and low-carbon economy.</p> <p>The training course covers the following topics:</p> <ul style="list-style-type: none"> • ESG approach to business management • ESG reporting and data requirements • Energy and climate policy • Climate adaptation and resilience • Green, circular and social economy <p>Sustainable finance</p>
Title of course	CERTIFICATION PROGRAMME FOR CSR AND SUSTAINABILITY SPECIALISTS
<i>Program Manager</i>	ESG ACADEMY - BULGARIAN ASSOCIATION OF CSR SPECIALISTS Assoc. Prof. Atanas Georgiev
<i>Topic</i>	<p>The training course covers the following modules:</p> <ul style="list-style-type: none"> • MODULE 1 ESG approach to business management • MODULE 2 ESG reporting and data requirements



	<ul style="list-style-type: none"> • MODULE 3 Environmental pillar of sustainability. Green and circular economy • MODULE 4 Social pillar of sustainability • MODULE 5 Sustainable finance • MODULE 6 Energy and climate policy • MODULE 7 Climate adaptation and resilience.
Description of the COMPETENCE	<ul style="list-style-type: none"> • Apply Sustainability issues and themes • Improve Stakeholder mapping • Understanding Role of the Taxonomy in the EU Sustainable Finance Context • Apply effective relationship between risk and return, and the impact on sustainable finance • Develop Sustainable finance solutions. Key attributes for promoting sustainable finance • Assess and implement employment and industrial relations • Apply Labor and social rights. International and national legislation. Key institutions • Apply Labor practices. Health and safety, Work-life balance. • Develop Social audit. Sustainable supply chain • Understanding Concepts of climate change, climate adaptation, mitigation and resilience • Understanding and apply Climate change scenarios and policy implications • Achieve Climate vulnerabilities assessment
Necessary knowledge	<p>Specialists in the field of corporate social responsibility, human resources, health and safety, social work, education, legal compliance, finance, coming from business, central and local government and civil sector, science and researchers of the transition to green and social economy, including all affected by the European Green Deal may apply for participation.</p>
Applied skills and abilities	<ul style="list-style-type: none"> • Forward-Thinking • Calculate and Pitch Potential Value • Ability to Identify Strategic Opportunities • Ability to apply Sustainability principles, goals, targets, thresholds • Effective Communication Purpose • Supervise, direct and guide other people • Ability to working with staff in the branding and marketing departments of the company to integrate sustainability initiatives into their efforts



	<ul style="list-style-type: none"> • Ability to recommending changes to procedures within an organization to implement new sustainable practices • Analysing operations within a company to identify areas for sustainability improvement.
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2.2.4. Italy

Italy is a country with a long history of environmental stewardship. However, the country is also facing a number of environmental challenges, including air pollution, water pollution, and climate change. These challenges are having a negative impact on the health of the population, the economy, and the environment.

Corporate social responsibility (CSR) is the concept that businesses have a responsibility to society beyond simply making profits. CSR can include things like environmental protection, social justice, and ethical business practices.

There are many good reasons why Italian universities should offer courses on environmental sustainability and CSR. These courses can help to increase awareness of environmental issues, improve skills for sustainable careers, and create a more sustainable future for Italy. As the world becomes increasingly aware of the importance of these issues, it is likely that even more Italian universities will begin to offer these courses in the future.

Project 1	Master's degree
References	http://www.scienzesociali.unina.it/didattica/corsi-di-laurea/lauree-magistrali/21871738-innovazione-sociale/?jsessionid=9C7CCED61FEE286457A677AFE33E95D.unina_dip1#p_p_id_101_INSTANCE_5Mp3DK60iNoi
Description	The course focuses on social innovation issues and aims to train an expert in the analysis and management of social innovation who is able to perform the functions of design, management, analysis and evaluation of social transformation interventions in an integrated manner. The aim is to produce desirable outcomes in terms of improved social solidarity, environmental sustainability and



	<p>economic performance of organisations, networks and territorial systems.</p> <p>The course provides multidisciplinary social science knowledge of a theoretical, methodological and technical nature, as well as the main skills useful for the study and management of complex organisations and social phenomena involved in processes of social change.</p>
Title of course	Master's Degree in "Social Innovation" (English translation of Laurea Magistrale in "Innovazione Sociale")
Program Manager	"Università degli Studi di Napoli Federico II - Dipartimento di Scienze Sociali" - Director: Consiglio Stefano
Topic	<p>The curriculum is divided into three areas of learning:</p> <ul style="list-style-type: none"> • Theories and models of social innovation, • Methods for the analysis and evaluation of social innovation and impact, • Design, management and valorisation of innovative social practices. <p>Sociological, economic-business, evaluation, historical, psychological and legal teachings are integrated in these areas. The didactics, set up with a laboratory vocation, adopts interactive approaches and technologies (MOOCs, didactic platforms, etc.) with an operational value, in order to contribute to the development of skills that guarantee the employability of graduates.</p>
Description of the COMPETENCE	<p>Basic skills</p> <ul style="list-style-type: none"> - ability to learn, innovate and problem solve - ability to work in a team and within complex organisations, demonstrating autonomy, flexibility, coordination skills and respect for deadlines - interpersonal and communication skills, both externally and within their own organisation/work team; - ability to communicate effectively and present complex information, orally and in writing, using digital skills and appropriate technical language - ability to use the English language fluently, both orally and in writing, both in the specific field of competence and for the exchange of general information. <p>Specific competences</p> <ul style="list-style-type: none"> - ability to analyse the needs and development dynamics of socio-territorial, organisational and



	<p>production contexts, by carrying out context and innovation needs analyses</p> <ul style="list-style-type: none"> - ability to identify, analyse and model social innovation practices - ability to evaluate the impact of social innovation practices - ability to design and implement social innovation interventions in the public, private and social sectors - ability to contribute to the development of social innovation policies for the start-up of new social enterprise and not-for-profit initiatives - ability to design and facilitate proc
<p>Necessary knowledge</p>	<p>The enrolled student is admitted to the course after the assessment procedure of adequate personal preparation and verification of possession of the following requirements:</p> <p>Certified knowledge of a B1 level (Common European Framework of Reference for Languages - CEFR) of a European Union language other than Italian.</p> <p>Possession of a three-year degree obtained in one of the following classes:</p> <p>L-01 Cultural Heritage, L-05 Philosophy, L-10 Humanities, L-12 Language Mediation, L-15 Tourism sciences, L-16 Administration and Organisation Sciences, L-18 Economics and business management sciences, L-19 Education and training science, L-20 Communication sciences, L-21 Spatial, Urban, Landscape and Environmental Planning Sciences, L-33 Economics, L-36 Political sciences and international relations, L-37 Social sciences for cooperation, development and peace. L-39 Social work, L-40 Sociology, L-41 Statistics, or an equivalent qualification, or have obtained in previous courses at least a minimum number of 48 CFU in the following Scientific Disciplinary Sectors: SPS/07; SPS/08; SPS/09; SPS/10; SPS/11; SPS/12; SPS/04; SECS-P/01; SECS-P/06; SECS-P/07, SECS-P/08; SECS-P/10; SECS-S01; SECS-S05.</p>

<p>Project 2</p>	<p>Advanced Training Course</p>
<p>References</p>	<p>https://rumundu.com/en/academy/social-innovation-school/</p>

Description	An advanced training course to rethink and reshape organisations with appropriate tools and processes in a sustainable way, and help people who are part of them to be aware and responsible leaders. Social innovation is the common thread of this unconventional course based on stress testing of development models, individual and group activities, and facilitation, acceleration and deceleration methodologies.
Title of course	Social Innovation School
<i>Program Manager</i>	Rumundu
<i>Topic</i>	Participants will be incentivised to work toward the desired outcome, and should have accountability for their own efforts and cooperate with others. <ul style="list-style-type: none"> • Context analysis • Key Resources • Key activities • Partners <p>Cost and Revenues</p>
Description of the COMPETENCE	<p>RESEARCH-ACTION Participants will be involved in teaching activities that complement the trainer's lectures with experiences that allow theoretical and practical learning to be intertwined.</p> <p>COOPERATIVE LEARNING Participants will work in small groups to achieve common goals, fostering interaction/relationships with their peers and reinforcing the responsibilities of individuals.</p>
Necessary knowledge	Not specified

2.2.5. Portugal

Portuguese universities have recognized the importance of environmental sustainability and corporate social responsibility (CSR) and have made significant strides in incorporating these topics into their programs and initiatives.

Offering courses on environmental sustainability and CSR in Portuguese universities is essential to



	<p>leadyourfuture@novasbe.pt Academic Director: Anne-Laura Fayard</p>
Topic	<p>1st semester (32 ECTS):</p> <ul style="list-style-type: none"> ▪ Entrepreneurial Journey ▪ Entrepreneurship with Impact ▪ Opportunity Identification ▪ New Venture Management ▪ Innovation for Impact ▪ Applied Research Method <p>2nd semester (28 ECTS):</p> <ul style="list-style-type: none"> ▪ Entrepreneurial Project ▪ Metrics that Matter ▪ Data Science for Impact <p>3rd semester (30 ECTS): Work Project</p>
Description of the COMPETENCE	<p>For those who wish to create their own social venture, whether it is still in the idea stage, or it's already a startup that wants to take the next leap forward, or implement social innovation solutions within existing organizations (public, for-profit, hybrid, not-for-profit, big, small, etc.).</p> <p>Aspire at bringing together the technical and personal competencies of management and innovation with an entrepreneurial and intrapreneurial journey for societal impact.</p> <p>That aim for a program with a hands-on approach structure to address real-world challenges for a more equitable, sustainable, and peaceful world. More on: https://youtu.be/AXMGSSo_IM0</p>
Necessary knowledge	<p>The program requires background knowledge in mathematics at the level of a 1st cycle in Economics or Management. For those with limited quantitative skills, it will be recommended to attend bridging courses.</p>
Applied skills and abilities	<ul style="list-style-type: none"> • Digital – Technology for business: concepts, tools and software. • Ethics – The concept of ethics and its importance in life (personal and professional). Exposure to ethical challenges and practical discussions on how to address them. • Market Links – Activities career and job market related. Organized by Careers office, student clubs, or



	<p>faculty. Competencies: self-awareness, collaboration, teamwork effectiveness, critical thinking and problem-solving, job market knowledge, Alumni networking.</p> <p>Leadership concepts and tips: self-leadership and leading others.</p>
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Project 2	Executive Education Program
References	https://clsbe.lisboa.ucp.pt/responsible-business-sustainability-strategy/overview
Description	<p>"Either we have a sustainable and responsible business or we will not have a business at all." There is a generalized conception that being a "Responsible Business" has become an unstoppable Macro Trend, where there is a general acceptance of the importance of companies to include, more and more, their social and environmental concerns in the definition of their business strategies.</p> <p>If it is certain to assume that without economic sustainability hardly there is social and environmental sustainability, it is too more and more certain that without the social and environmental concerns of the companies, hardly they will be able to preserve their economic sustainability. There are no sustainability strategies. Sustainability is The strategy.</p> <p>A "Responsible Business" goes way beyond the Environment, being a subject that covers areas that go from Ethics to Local Communities; from the way companies treat their employees to the existing Diversity of gender and racial discrimination to the way suppliers treat their own employees, from the interaction with the Media to the way Clients are treated.</p> <p>To correctly balance all these "stakeholders" will continue to be a competitive advantage to companies, and the "business case for action" is increasingly more obvious. In this program, participants will be provided with the necessary tools to empower them to define the best strategies to face all these challenges.</p>



Title of course	Responsible Business: Sustainability as a Strategy (32h)
Program Manager	CATÓLICA LISBON Business & Economics EXECUTIVE EDUCATION - OPEN PROGRAMS Andreia Hidalgo Email: andreia.hidalgo@ucp.pt
<i>Topic</i>	<ul style="list-style-type: none"> • The meaning of "Responsible Business". The need to be understood from a strategic and holistic point of view (economic, social and environmental), affecting the entire "ecosystem" of the company, always from the perspective of creating value for the company and society; • What is meant by Purpose and why it is important; • What is the context and why we have reached this point; • "Responsible Business" as a Strategy. The "Business case for action" and the increasingly evident impact on the financial performance of companies; • Notion of Shared Value and Key Stakeholders; • Major Trends (SDGs, Employability, ESG Metrics and Impact Accounting); • What are the major issues and implementation process to "think" Responsible Business within companies?; • The key role of Social Innovation within this "new world" more responsible; • How should we understand Business Ethics in these new challenges. Does it change anything?; <p>What does purposeful leadership consist of? Which leadership practices really matter?</p>
Description of the COMPETENCE	<ul style="list-style-type: none"> • Increase consciousness of the 'Responsible Business' Macro Trend. • Be introduced to processes and tools that can lead to the definition of these strategies. <p>Prepare participants for the internal debates in their companies, about the best strategy to follow in order to tackle these challenges.</p>
Necessary knowledge	N/A



Applied skills and abilities	<ul style="list-style-type: none"> • The SDGs as a strategy. How to implement. • "Responsible Business" as Strategy. The implementation challenge. • Social Innovation • Sustainable Finance: the challenge of ESG • Sustainable Law • Ethics in Business • Impact Business Models • The "Business Case for Action". • Leadership with Purpose
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Project 3	Executive Education Postgraduation Program
References	https://isegexecutive.education/en/courses/postgraduations/sustainability-management/
Description	The Postgraduation in Sustainability Management satisfies the growing needs of private and public organisations in providing knowledge and skills that enable the creation and development of an integrated sustainability strategy, providing practical tools for its operationalisation and monitoring.
Title of course	Postgraduation in Sustainability Management (124h)
Program Manager	ISEG Executive Education Programme Advisor: Nuno Matos (+351) 964 695 793
<i>Topic</i>	<ul style="list-style-type: none"> • Sustainable Development • The Natural Economy • The Circular Economy and Sustainable Products • Governance, Strategy, and Sustainability • Management Research Methods • Climate Change and Decarbonisation • Finance and Sustainability • Sustainable Operations Management • Indicators and the Sustainability Report • Marketing and Sustainability Planning • Digital and Innovation



	<ul style="list-style-type: none"> Corporate Social Responsibility
Description of the COMPETENCE	<ul style="list-style-type: none"> Acquire, develop, and consolidate knowledge in the area of sustainability, to enable professionals in these areas to respond promptly and effectively to new management challenges. Provides the necessary skills and knowledge to implement an integrated sustainability strategy across the whole company. Promotes reflection, stimulation, and the development of extended management skills, while increasing effectiveness in the management of the entire sustainability process. Enables the creation of a network of contacts and the development of interpersonal skills (communication, integrity and leadership), which contribute to an effective performance of their functions. Develop and strengthen practical skills to interpret and monitor sustainability metrics. Increases awareness and involves faculty, researchers, entrepreneurs, and senior managers in the need to create and manage an integrated sustainability strategy.
Necessary knowledge	N/A
Applied skills and abilities	<ul style="list-style-type: none"> Developing an effective sustainability strategy in a transversal manner Integrated perspective and added value for the company, employees, and the community. Practical skills to interpret and monitor sustainability metrics.

CONCLUSION

Concerns about environmental sustainability and corporate social responsibility have gained considerable importance in today's rapidly changing world. As companies strive to align their operations with sustainable practices, there is a growing demand for employees with the necessary knowledge and skills to contribute to environmental sustainability and corporate social responsibility initiatives. As global environmental and social challenges intensify, companies are faced with the need to implement sustainable



practices and promote social responsibility.

In particular, the following has been observed in the countries participating in the project:

In Spain, companies are trying to adopt more sustainable practices in areas such as energy, transport and waste management. Sustainability innovation can be a key factor for long-term business success, as it can improve efficiency and reduce costs. Spanish companies are making progress in the area of sustainability and are increasingly aware of the need to adopt more environmentally friendly and socially responsible practices. However, more work needs to be done in this area to achieve a more responsible economy in the future. 91% of Spanish companies consider sustainability to be important for their business. 82% have integrated sustainability into their corporate strategies. Forética's Corporate Sustainability in Spain 2022 report reveals that 91% of Spanish companies consider sustainability relevant to their business. 83% of Spanish companies consider sustainability important for their reputation and 81% of them consider it important for their market positioning.

Social enterprises in Greece are involved in initiatives to help refugees, people with economic difficulties and other marginalised groups. Sustainable enterprises provide women with training, guidance and access to resources to start and develop their own businesses. Strong partnerships with local organisations contribute to the sustainability and effectiveness of initiatives. Greece, a country known for its rich history and cultural heritage, is at the forefront of adopting sustainability and promoting social enterprise innovation. In recent years, there has been a growing recognition of the importance of integrating sustainable practices into business. Greek businesses are increasingly adopting sustainable practices, embracing social business models and creating positive change in local communities. Sustainable businesses in Greece are actively involved in creating positive social impact in local communities.

These efforts not only improve the well-being of individuals, but also strengthen the overall resilience and cohesion of Greek society. Sustainable businesses develop tourism initiatives that promote responsible travel practices and preserve the country's rich cultural heritage. There is a notable increase in social business innovation in Greece, with companies using their resources to address social issues and promote positive change in their communities. The issue of sustainability, and in particular corporate sustainability practices, is particularly relevant today. The introduction of such practices is very important for Eastern European countries, including Bulgaria." Globally, it is recognised that Corporate Social Responsibility (CSR) is synonymous with sustainable development, non-financial risk management and international social standards, principles and norms.



Well-being at work is becoming an increasingly important issue, both globally and in Bulgaria. This is the conclusion of the first Bulgarian study on how companies understand and implement well-being at work.

Corporate Social Responsibility (CSR) is synonymous with sustainable development, non-financial risk management, and international social standards, principles and norms. Workplace well-being is becoming an increasingly important issue - globally, as well as in Bulgaria. The survey was conducted by the Bulgarian Association for People Management (BAPM), denkstatt Bulgaria and Eudamonia Solutions in the period September - October 2017.

In 2016, Italy became the second country after the United States to introduce the legal form of "Società Benefit", companies that combine economic with social and environmental objectives. By December 2022, more than 2,600 companies were registered as Società Benefit. In 2012, the Italian government implemented special legislation for start-ups with social and environmental impact; the non-profit sector has grown over the years and there are more than 16,000 social enterprises (legally recognized by the special law). The annual growth rate from 2013 to 2022 is 52%, from 14 to 267. The main drivers of growth are international impulses, in this direction should be considered. The ability of PNRR to incentivise sustainable practices is seen as likely by the majority of respondents to the 10th Socialis Observatory report on CSR and sustainability. 85% of respondents answered positively.

The main types of investment vary from sector to sector and focus on the development of activities aimed at employees and the surrounding area. In the southern regions, there is little patenting activity due to the low weight of the industrial element in this region. In the north-western region, large companies in the financial, electronics, IT, telecommunications and pharmaceutical-chemical sectors are the most active.

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3. FOCUS GROUP

3.1. Results Summary

From Spain the interview involved 7 participants from various age groups, with a notable majority falling within the 41-50 age range (57.1%), followed by those over 51 years old (28.6%). Gender distribution among the participants was predominantly male (71.4%), while 28.6% identified as female. In terms of education, the majority held the highest level of education (71.4%), while 14.3% had completed secondary education. Interestingly, the participants showcased a diverse linguistic proficiency, with fluency in Spanish, English, and French. When it came to professional experience, a significant portion of the interviewees had over 21 years of experience (57.1%), followed by those with 11-20 years (28.6%), and a smaller representation with 6-10 years (14.3%). Notably, none of the participants had less than 5 years of professional experience. This demographic breakdown provides valuable insights into the varied backgrounds of the participants, contributing to a comprehensive understanding of the perspectives gathered during the interviews.

From Bulgaria the focus group comprised 6 participants representing diverse organizations. In terms of age distribution, the majority fell within the 41-50 age range, constituting 50%, followed by 33.5% in the 31-40 age group and 16.5% below the age of 30. Gender representation revealed that 83.5% of participants were female, while 16.5% were male. In the realm of education, 66.5% held higher education degrees, and the remaining 33.5% completed secondary education. The linguistic landscape was characterized by proficiency in Bulgarian and English. Regarding professional experience, 33.5% of participants had over 21 years of experience, 16.5% had 11-20 years, 16.5% had less than 5 years, and another 33.5% fell within the 6-10 years bracket. This comprehensive demographic breakdown sheds light on the diverse perspectives contributed by participants from various age groups, genders, educational backgrounds, language proficiencies, and professional experience levels during the focus group discussions.

From Italy six participants engaged in the online survey, contributing diverse insights without disclosing their respective company names. The occupational spectrum featured three Limited (Ltd) employees, one Business Partner, one Corporate employee, and one Cooperative employee. Age distribution revealed that half of the participants were below 30 years old, two fell within the 31-40 age range, and one was in the 41-50 age category, with none exceeding 51. Gender representation showcased a slight male majority, with four male participants and two females. Educational backgrounds varied, with one participant holding a secondary education degree, while the majority, five out of six, possessed higher



education degrees. Language proficiency was predominantly in Italian, spoken fluently by all six participants, while English fluency was reported by five individuals, and one participant was fluent in Spanish. Regarding professional experience, one participant had less than 5 years, four had 6-10 years, and one had 11-20 years of experience, indicating a well-rounded distribution of experience levels within the group. The anonymized but detailed demographic breakdown provides a nuanced understanding of the survey contributors' perspectives across different organizational roles, ages, genders, educational backgrounds, language skills, and professional experience levels.

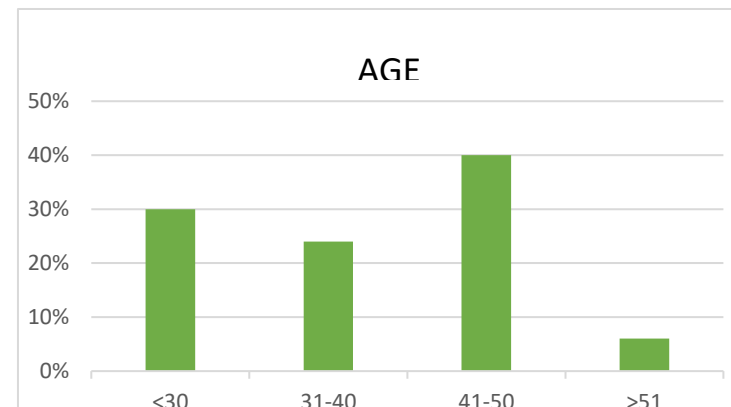
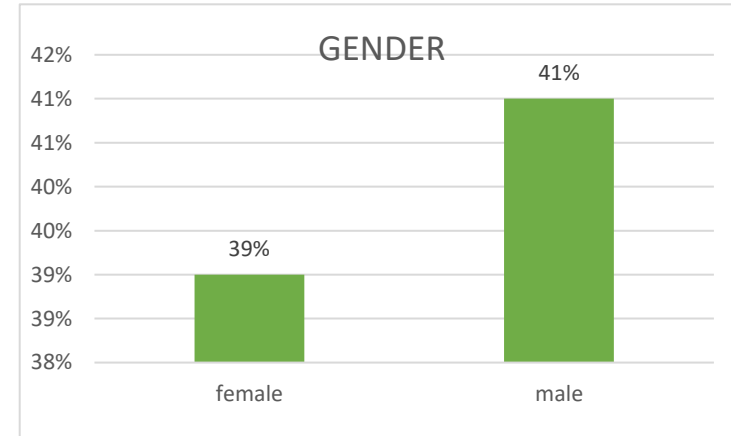
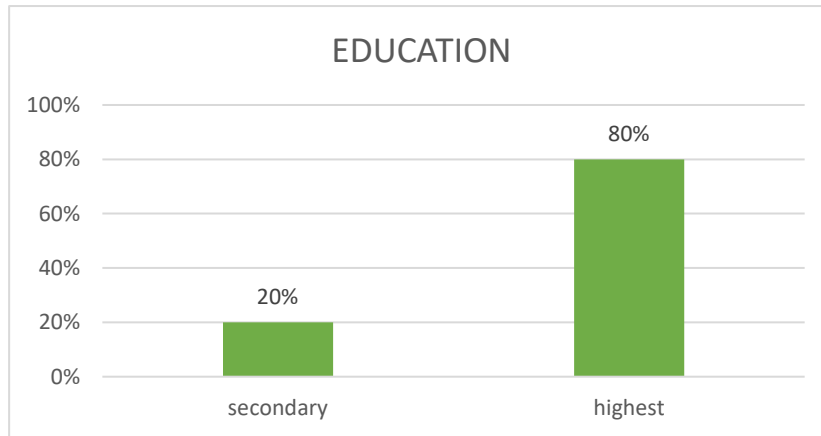
From Greece the participant group for this survey represented a diverse array of professions, including a winery owner, a food company representative, a restaurant HR manager, a graphic design company professional, a hotel owner, and a financial consultant. The age distribution was primarily concentrated between 41-50, accounting for 83.3% of participants, with a smaller percentage falling in the 31-40 range at 16.6%. Gender-wise, the majority were male, comprising 66.6%, while 33.3% were female. In terms of education, the vast majority (83.3%) held higher education degrees, with only 16.6% having completed secondary education. The linguistic landscape showcased proficiency in Greek and English by all participants, with additional fluency in French by one and Spanish by another. Professional experience varied, with an equal distribution of 33.3% each for 6-10 years, 11-20 years, and over 21 years, providing a balanced representation of participants with different levels of expertise. This diverse and well-rounded participant composition enriches the survey findings, offering a comprehensive understanding of perspectives across various industries, ages, genders, educational backgrounds, language proficiencies, and professional experience levels.

And finally from Portugal the participants in this diverse group hailed from various industries, encompassing a vegetarian restaurant, a music band, a sports data and betting solutions company, a shoe factory, a school management company, and an environmental consultant specializing in renewable energy solutions. The age distribution revealed an equal split, with 50% of participants under 30 years old and the remaining 50% falling within the 31-40 age range. Gender representation was also evenly distributed, with 50% identifying as female and the other 50% as male. Notably, all participants held higher education backgrounds, showcasing a well-educated cohort. Unfortunately, information about languages spoken was not provided. In terms of professional experience, the distribution was not specified, making it challenging to delineate the exact breakdown. Nonetheless, this amalgamation of participants from distinct sectors and age groups adds depth to the survey, offering a broad spectrum of perspectives and experiences.



Table 1: Participants

COUNTRY	PARTICIPANTS	AGE		GENDER		EDUCATION		LANGUAGES	PROFESSIONAL EXPERIENCE	
SPAIN	7	<30	0.00%	female	28.60%	secondary	14.30%	Spanish	<5	0.00%
		31-40	14.3%	male	71.00%	highest	71.40%	English	up to 10	14.30%
		41-50	57.1%					French	up to 20	28.60%
		>51	28.6%						>21	57.10%
BULGARIA	6	<30	16.50%	female	83.5%	secondary	33.5%	Bulgarian	<5	16.5%
		31-40	33.50%	male	16.5%	highest	66.5%	English	up to 10	33.5%
		41-50	50.00%						up to 20	16.5%
		>51	0.00%						>21	33.5%
GREECE	6	<30	0.00%	female	33.3%	secondary	16.6%	Greek	<5	
		31-40	16.6%	male	66.6%	highest	83.3%	English	up to 10	33.3%
		41-50	83.3%					French	up to 20	33.3%
		>51	0.00%					Spanish	>21	33.3%
PORTUGAL	6	<30	50.00%	female	50.00%	secondary	0.00%	Portuguese	<5	50.00%
		31-40	50.00%	male	50.00%	highest	100.00%	English	up to 10	16.70%
		41-50	0.00%					Spanish	up to 20	33.3%
		>51	0.00%					French	>21	0.00%
ITALY	6	<30	50.00%	female	33.3%	secondary	16.6%	Italian	<5	16.6%





BUSINESS PROFILE

SPAIN

The survey encompasses a diverse array of corporate statuses, with the majority being partnerships (general or limited) at 71.5%, followed by limited liability companies at 28.6%. The industry sectors of the businesses involved span tourism consulting, certification, public sector consulting, hotels, services to companies, and aeronautics. The participants hold various positions within their respective companies, ranging from technicians and junior consultants to ultrasound inspectors, owner partners, and international project coordinators. In terms of business operation duration, 42.9% of the companies have been in operation for 0-20 years, followed by 28.6% in the 21–40-year range, and 14.3% each in the 41-60 and >100 year categories. Turnover, exports as a percentage of total turnover, and profitability trend were not disclosed. Regarding the size of the companies, 42.9% have less than 10 employees, 28.6% have 11-50 employees, and another 28.6% have 51-150 employees, providing a comprehensive snapshot of the diverse corporate landscape among the survey participants.

BULGARIA

The corporate landscape among the survey participants is diverse, with 66.5% representing limited liability companies, 16.75% partnerships, and an additional 16.75% being sole proprietorships. In terms of industry or business sector, the survey did not provide specific details. The duration of business operations varied, ranging from 6 to 30 years. The turnover across the surveyed companies showed considerable diversity, with figures ranging from 170,000 euros to an average turnover of 33.7 million euros over the last 3 years. Regarding exports as a percentage of total turnover, only 4 companies engaged in export activities, with an average percentage of 28% over the last 3 years. Notably, 70% of the surveyed companies reported a stable profitability trend over the same period, while the remaining 30% experienced an upward trajectory. In terms of the number of employees, the distribution is fairly balanced, with 33.5% having less than 10 employees, another 33.5% with 11-50 employees, and the remaining 33.5% falling in the 51-150 employees category. Business executives represent between 7% and 45% of the total workforce, while family members constitute 0% for half of the respondents, 100% for 33.5%, and 20% for 16.5%. Additionally, highly qualified personnel account for 50% in one case, 100% in another, and 30% in the remaining 33.5% of companies. This comprehensive overview showcases the varied characteristics of the surveyed businesses, offering insights into their corporate structures, financial performance, and workforce composition.



ITALY

Among the surveyed companies, the corporate landscape is diverse, with 1 out of 6 identified as a corporation, 1 as a partnership, 3 as limited liability companies, and 1 as a cooperative. Sole proprietorship was not represented in the sample. The industry sectors span services, constructions, technology, fashion, and consulting, showcasing a broad spectrum of business activities. In terms of operational history, 5 out of 6 companies have been established for more than 15 years, with the remaining one being 3 years old. The turnover across the businesses ranged from 500,000 euros to 5 million euros on average over the last 3 years. While most participants did not disclose their export percentages, the fashion business derived 20% of its revenue from exports, and the tech business had 40% from export activities. The profitability trend across the businesses was generally positive, with a growing trend for most, while two reported a stagnant trend. Workforce composition varied, with 1 out of 6 having less than 10 employees, 4 out of 6 having between 11-50 employees, and 1 out of 6 having between 51-150 employees. Family members constituted 0% for most respondents, 100% for one, and 20% for another. Highly qualified personnel made up 50% in one case, 100% in another, and 0% in the remaining 33.5% of companies. This diverse array of companies provides valuable insights into the business landscape, considering factors such as corporate structure, industry focus, operational history, financial performance, and workforce characteristics.

GREECE

The surveyed companies exhibit a variety of corporate statuses, with 33.3% being sole proprietorships and 66.6% operating as partnerships. Their business activities encompass the food and drink industry, tourism, financial activities, and creative industries, showcasing a diverse sectoral presence. The companies have been in operation for durations ranging from 8 to 37 years, indicating a mix of established and relatively newer enterprises. Turnover figures over the last 3 years vary widely, with averages ranging from 800,000 euros to 15,000 euros, reflecting diverse financial scales among the participants. Notably, only one company engages in exports, constituting 55% of its total turnover. Despite the challenges posed by the COVID crisis, the majority of the companies experienced a downward trend in profitability over the last 3 years. Workforce composition reveals a balanced distribution, with 50% of the companies having less than 10 employees and the remaining 50% employing between 11-50 individuals. Business executives account for an average of 10% of the workforce, family members make up 40% of business executives, and highly qualified personnel constitute an average of 20% of the total workforce. This diverse profile provides valuable insights into the structural, financial, and personnel aspects of the surveyed companies, contributing to a comprehensive



understanding of their operational landscape.

PORTUGAL

The surveyed companies present a diverse corporate landscape, with various corporate statuses, including corporations, limited liability companies, partnerships, and co-operatives. Their business activities span multiple sectors, encompassing catering/food, arts and entertainment, media, gaming and sports, education and training, industry and manufacture, and renewable energies and environment. The companies exhibit a wide range of operational durations, with the most established company boasting 41 years in business, while the youngest company is only 2 years old. Turnover figures vary significantly, ranging from the largest company with an average turnover of around 550 million euros to the smallest, generating revenues of less than 10,000 euros over the last 3 years. The profitability trend across all companies is consistently upward, indicating positive financial trajectories despite the challenges of the business landscape. Workforce composition reflects diversity, with most companies employing 11-50 individuals, though outliers include one with less than 10 employees and two with more than 150. Business executives and family members collectively constitute an average of 10% each of the workforce, while highly qualified personnel make up an impressive average of 80%. This comprehensive overview offers insights into the varied nature of the surveyed companies, shedding light on their operational history, financial performance, workforce structure, and key industry sectors.

SEMI-STRUCTURED INTERVIEW

1. Please, share your experience of sustainability.

The responses from the interviewed participants reveal a high level of awareness and engagement with Corporate Social Responsibility (CSR) and Corporate Social Impact. Most participants are well-informed about these concepts, demonstrating a broad understanding of the multifaceted nature of social responsibility within business. Perspectives on what constitutes a socially responsible company vary, but common themes include aligning core business activities with ethical, social, environmental, and cultural considerations. Engaging in social innovation, promoting work-life balance, complying with regulations, and supporting environmental sustainability are identified as key aspects of corporate responsibility.

Despite the challenges posed by the COVID crisis, most companies reported an upward profitability trend over the last three years. Participants expressed a commitment to fostering a positive impact on society and the environment by promoting sustainability and encouraging employee participation in



environmental policies. While many participants affirmed that their companies have implemented measures to reduce social impact and promote innovation, some acknowledged the need for improvement, particularly in terms of systematization, specialized human resources, and innovation capacity.

The respondents value the publication of environmental and social information, seeing it as an opportunity to inform and engage stakeholders, inspire other businesses, and demonstrate a commitment to sustainability. Overall, the participants advocate for a holistic approach to sustainability, emphasizing not only environmental concerns but also societal impact, community engagement, and adherence to ethical standards.

The focus group discussion further highlighted the participants' awareness of CSR's three main pillars and the social impact within businesses and communities. While there is a general understanding of CSR principles, participants expressed diverse views on how CSR operates within their companies. Most participants acknowledged their companies' efforts in addressing social needs through innovation plans, collaborations with stakeholders, specific projects, and employee training programs. However, some participants struggled to provide specific details about their company's initiatives in this context.

The respondents collectively emphasized the strategic importance of addressing environmental impacts within their businesses. They recognized the need for tailored measures to prevent negative environmental impacts, preserve and protect the environment, and align with sustainability goals. Additionally, the participants underscored the importance of businesses paying more attention to social impacts, investing in tailored actions and measures to foster social innovation and training programs.

The participants demonstrated a broad understanding of CSR's three main pillars and the potential social impacts within businesses. Their responses reflected diverse perspectives, representing roles in financial analysis, fashion, operations management, and long-term employment. The emphasis on a holistic approach to sustainability, personal commitment and empowerment, operational implementation, community engagement, social impact, long-term vision, and a global perspective collectively showcases the comprehensive nature of sustainability considerations in the professional landscape.

Overall, the participants exhibited a strong commitment to CSR principles, recognizing the value of sustainable practices for business success, positive societal impact, and environmental conservation. The varied experiences and perspectives highlighted in the responses contribute to a nuanced understanding of how businesses approach sustainability and social responsibility in different contexts and sectors.



Aspect	Summary
Awareness and Engagement with CSR	6 out of 7 participants are familiar with Corporate Social Responsibility (CSR) and/or Corporate Social Impact, showing high awareness. Participants tend to stay informed about CSR.
Perspectives on Social Responsibility	Participants shared various views, including aligning core business with responsible criteria, engaging in social innovation, and showing concern for social and environmental impact. Ethical conduct in line with Sustainable Development Goals (SDGs) is valued.
Profitability Trend	Despite challenges from the COVID crisis, most companies reported an upward profitability trend over the last three years.
Employee and Company Initiatives	Companies have implemented actions to reduce social impact and promote innovation. Initiatives include collaborations, projects, and training programs. Some acknowledge the need for improvement in systematization and human resources for innovation.
Publication of Environmental/Social Information	While not all companies currently do, most participants find it valuable to publish such information. They see it as an opportunity to inform, engage stakeholders, inspire other businesses, and demonstrate commitment to sustainability.
Understanding of CSR	Almost all participants have a basic understanding of CSR's three main pillars and its social impact within businesses. Some variability exists in the detailed understanding of how CSR operates in their companies.
Social Impact in Business	Participants recognize the strategic importance of addressing environmental impacts and paying more attention to social impacts within their businesses. Investment in tailored actions and measures is considered essential.
Diverse Perspectives	Responses come from individuals in varied roles, showcasing diverse perspectives on sustainability. Themes include a holistic approach, personal commitment, operational implementation, community engagement, and a global perspective.



1. Which factors support sustainability the most in your opinion?

Sustainability has become a cornerstone of responsible business practices, with increasing recognition of the need for comprehensive strategies to address environmental, social, and economic challenges. The following discussion synthesizes key insights from respondents, encompassing diverse perspectives on promoting sustainability within business operations. The overarching theme highlights the interconnectedness of financial planning, government support, stakeholder engagement, leadership commitment, and education in achieving sustainable goals.

The responses provided highlight several key factors that can support sustainability within a business. These factors include:

Tailored Business Strategy:

Central to sustainability initiatives is the development of a tailored business strategy that addresses the unique challenges and opportunities within a specific business sector. Respondents underscored the importance of aligning strategic goals with sustainability objectives, emphasizing that a one-size-fits-all approach is insufficient.

Community and Stakeholder Engagement:

An essential facet of sustainable business practices is active engagement with local communities and stakeholders. Open dialogue, transparent communication, and the cultivation of informed and engaged stakeholders are pivotal in fostering a shared understanding of sustainability challenges and opportunities. This collective effort is deemed crucial for advocating positive change and driving sustainable practices.

Leadership Commitment:

Strong leadership commitment emerges as a linchpin for successful sustainability initiatives. It is emphasized that leadership should not only champion sustainability within the company but also align with regulatory frameworks that support eco-friendly practices. The commitment of leaders plays a pivotal role in driving sustainability as a core organizational value.

Financial Planning and Government Support:

A robust financial plan, aligned with sustainable objectives, is deemed essential for the successful implementation of sustainability initiatives. Participants also highlight the significance of governmental



support through policies and incentives as catalysts for fostering sustainable business practices. Financial planning and government support are recognized as mutually reinforcing pillars of sustainability.

Communication and Awareness:

Effective communication emerges as a key driver in promoting sustainability both internally and externally. Transparent communication within the organization and the dissemination of sustainable practices contribute to awareness and improvement. The significance of fostering a culture of sustainability through communication strategies is emphasized as vital for long-term success.

Culture and Education:

Culture and education are identified as crucial factors in making sustainability tangible within an organization. Shared awareness, coupled with adequate training and practical examples, is deemed necessary for embedding sustainability into the organizational culture. This highlights the importance of ongoing educational efforts to create a workforce that is well-versed in sustainable practices.

Policy Intervention and Funding Initiatives:

Participants acknowledge the pivotal role of policy intervention and funding initiatives as initial steps towards sustainability. The existence of necessary infrastructures, coupled with awareness campaigns targeted at enterprises and communities, is seen as foundational for sustainable business practices. These interventions collectively contribute to the building blocks of a sustainable ecosystem.

The synthesized insights underscore the multi-dimensional nature of sustainability, emphasizing the need for an integrated approach that aligns financial planning, government support, stakeholder engagement, leadership commitment, and education. Collaboration, innovation, local and sustainable sourcing, renewable energy, waste reduction, increased productivity, social responsibility, and data analytics are identified as key elements to be incorporated into business plans. As businesses navigate the path towards sustainability, it is clear that a collective effort involving various stakeholders and a commitment to continuous improvement are essential for long-term success.

2. Which factors limit sustainability the most in your opinion?

The participants highlighted several challenges faced by companies in implementing sustainable



practices, including associated costs, lack of customer collaboration, energy efficiency, and the need for a more detailed understanding of sustainability and social innovation. They also emphasized the importance of overcoming these challenges through various approaches such as seeking economic alternatives, adopting long-term environmentally and socially beneficial approaches, optimizing processes, providing information and awareness to customers, creating incentives, securing government support, and promoting innovative and efficient solutions.

In particular, the lack of financial resources and human resources, especially in small and medium enterprises (SMEs), was identified as a significant barrier. Respondents also expressed concerns about the misunderstanding of many companies regarding the valorization and support of professional development for human resources.

Supporting factors for effective sustainability implementation included community engagement, stakeholder awareness, policy and institutional support, necessary expertise and skills within the team. However, limitations and challenges were noted, including short-term financial pressures, insufficient regulatory frameworks, and consumer awareness, as well as the perception that sustainable practices might compromise profits.

A collective analysis revealed a consistent theme: the necessity for a holistic approach, including regulatory support. Respondents stressed the importance of shifting perceptions regarding the costs of sustainability, raising awareness about long-term benefits, and recognizing the social and environmental impacts beyond financial considerations. The conflict between short-term costs and long-term benefits emerged as a key challenge, requiring efforts to reconcile immediate financial pressures with the broader advantages of sustainable practices.

In summary, the participants collectively demonstrated a nuanced understanding of the multifaceted nature of sustainability. The challenges identified underscored the need for comprehensive, strategic, and long-term approaches, involving community engagement, policy intervention, education, and a clear understanding of the long-term benefits associated with sustainable practices. The limitations mentioned, particularly the lack of financial resources for SMEs and the need for knowledge and expertise, further highlight the complexity of implementing sustainability across various industries.

Challenges	Supporting Factors and Approaches
High associated costs	Seek economic alternatives, adopt long-term environmentally and socially beneficial approaches.
Lack of customer collaboration	Provide information and awareness to customers, create incentives for collaboration.
Energy efficiency	Optimize processes, promote innovative and efficient solutions.
Need for a more detailed understanding of sustainability and social innovation	Enhance understanding through education and training programs.
Lack of financial resources in SMEs	Seek government support, explore economic alternatives, recognize the value of sustainable practices.
Lack of human resources in SMEs	Support professional development, recognize the importance of human resources in sustainability.
Misunderstanding of valorization in companies	Educate companies about the value and support for professional development in sustainability.
Short-term financial pressures	Advocate for long-term benefits, shift perceptions regarding the costs of sustainability.
Insufficient regulatory frameworks	Work towards comprehensive regulatory support for sustainable practices.
Limited consumer awareness	Raise awareness about the social and environmental impacts of sustainable practices.
Perception of compromising profits	Emphasize the long-term advantages and broader impacts beyond financial considerations.

3. Which skills and competences are needed to become sustainable in your opinion?

The participants stressed the significance of ethical awareness and responsibility, indicating that individuals involved in sustainable practices should possess a deep understanding of the ethical implications of their decisions. The ability to navigate and adhere to laws and regulations governing sustainability is considered crucial. This underscores the importance of legal literacy in ensuring compliance and responsible business conduct.

In the context of a rapidly evolving business landscape, the respondents highlighted the need for continuous learning and skill development. They emphasized that being sustainable requires not only current knowledge but also an adaptive mindset to stay abreast of emerging trends, technologies, and regulatory changes in the sustainability domain.



Additionally, social and communication skills were underscored as essential for raising awareness and engaging both internal staff and external customers in sustainability efforts. The capacity to articulate and convey the values and actions of a company in a compelling manner contributes to building a positive narrative around sustainability, fostering trust among stakeholders.

Furthermore, the diverse range of skills and competencies required for sustainability was acknowledged, varying across industries and roles. The ability to think systemically and holistically, considering the interconnectedness of social, environmental, and economic factors, emerged as a vital aspect of sustainable decision-making.

In conclusion, the participants collectively recognized that achieving sustainability goes beyond technical know-how; it requires a broad skill set encompassing ethical awareness, legal literacy, continuous learning, adaptability, and strong communication abilities. The call for a paradigm shift in the application of skills reflects the need for a holistic and forward-thinking approach to embed sustainability into the core fabric of businesses, ensuring they not only thrive economically but also contribute positively to the environment and society.

4. To what extent can sustainability support social business innovation in companies in your opinion?

The adoption of sustainability practices can lead to a positive cycle of continuous improvement and innovation within companies. By cultivating a culture of sustainability, businesses can nurture a workforce that is not only motivated but also equipped with a heightened sense of responsibility towards social and environmental issues. This engaged and conscientious workforce becomes a valuable asset in driving innovation across all facets of the business.

Sustainability acts as a guiding principle for responsible decision-making, prompting companies to explore innovative solutions that minimize their environmental footprint, enhance resource efficiency, and contribute positively to social well-being. This emphasis on responsible innovation aligns with evolving consumer preferences, as an increasing number of customers seek products and services from companies that demonstrate a commitment to sustainable practices.

Moreover, sustainability initiatives can serve as a catalyst for strategic partnerships and collaborations. Companies that prioritize sustainability often find common ground with like-minded organizations, leading to the sharing of ideas, technologies, and resources. These collaborations can amplify



the impact of social business innovation, creating synergies that drive positive change on a larger scale.

In addition, a strong commitment to sustainability can enhance a company's resilience in the face of global challenges. As businesses navigate an ever-changing landscape, those with a robust sustainability foundation are better equipped to adapt to emerging trends, regulatory changes, and societal expectations. This adaptability fosters an environment conducive to ongoing innovation and the development of solutions that align with evolving sustainability goals.

In conclusion, sustainability not only supports social business innovation but also acts as a catalyst for a myriad of positive outcomes. From attracting talent and customers to fostering collaboration and adaptability, the integration of sustainability into business practices creates a holistic framework that propels companies towards long-term success and positive societal impact.

5. To what extent can sustainability limit the social business innovation of companies in your opinion?

The perspectives on the potential harm or benefit of sustainability investment in companies vary, with some acknowledging challenges such as higher costs and resource deviation, while others emphasize the importance of finding a balance between social responsibility and economic viability. There is a consensus that failure to achieve sustainable effectiveness of a new product or service limits social business innovation. The relationship between sustainability and innovation is seen as complex, with a delicate balance needed to align immediate financial needs with long-term sustainability goals. Superficial adoption of sustainability is cautioned against, emphasizing the need for genuine integration into business practices to avoid undermining credibility. Overall, there is an understanding that sustainability and social business innovation are parallel, not contrasting notions, and that a thoughtful and balanced approach is crucial for fostering continual innovation and growth while being mindful of environmental and societal impacts.

7. How can companies benefit the most in implementing social business innovation in your opinion?

The participants uniformly highlighted a multitude of advantages associated with the implementation of social business innovation within companies. The overarching benefits include building a positive work environment, attracting and retaining talent, improving corporate image and reputation, enhancing customer loyalty, positively impacting the community and environment, achieving competitive



differentiation, increasing productivity, and accessing opportunities in tenders that value sustainability. According to the respondents, effective implementation of social business innovations can provide concrete and long-term benefits, ranging from gaining a competitive advantage over competitors and enhancing brand value to positive public recognition and attracting top talent. This approach is not only seen as a means of improving corporate image but also as a strategic move to reduce costs by minimizing environmental impact and increasing contributions to the community. Despite the substantial benefits, participants also recognized potential risks such as additional costs and reputational damage if the initiatives are perceived as irresponsible. The collective insight underscores the multifaceted advantages and potential challenges of integrating social business innovation, emphasizing the need for careful management and responsible implementation to realize the comprehensive and holistic impact across various dimensions of a company's operations.

8. Which skills and competences are needed to support social business innovation in your opinion?

The collective insights from various perspectives underscore a multifaceted and comprehensive set of skills and competencies crucial for advancing social business innovation within companies. An entrepreneurial spirit and business acumen provide the foundation for navigating the intricacies of innovation initiatives, while effective project management skills ensure the successful execution of these endeavors. Teamwork, stakeholder engagement, and collaboration are emphasized to foster a collective and inclusive approach, recognizing the importance of diverse perspectives and garnering support for innovative ideas. Creativity and strategic thinking play pivotal roles in the ideation phase, facilitating the generation of novel solutions aligned with social impact. Moreover, effective communication, leadership, and problem-solving skills are deemed vital for presenting, advocating, and implementing these innovative ideas. Environmental awareness, critical thinking, and a strong sense of social responsibility highlight the need for a holistic understanding that considers the broader impact of initiatives on both the environment and society. Furthermore, a deep knowledge of sustainability principles, community development, and the ability to adapt to changing conditions are identified as essential components for successful social business innovation. In essence, the identified skills reflect the intricate and interconnected nature of social business innovation, underscoring the importance of a diverse and well-rounded skill set to drive positive change within organizations.



Skills and Competencies	Description
Entrepreneurial Spirit	Proactive and innovative approach to addressing social challenges within the business context.
Business Acumen	Deep understanding of business principles and strategies to effectively drive social innovation.
Project Management	Efficient planning, execution, and oversight of social innovation projects for successful implementation.
Teamwork and Collaboration	Fostering a collaborative and inclusive environment, recognizing the value of diverse perspectives in innovation.
Stakeholder Engagement	Engaging with various stakeholders, including employees, partners, and the community, to build support and involvement.
Creativity	Generating innovative ideas and solutions that contribute positively to social and environmental objectives.
Strategic Thinking	Developing a long-term vision and goals for social business innovation aligned with the overall business strategy.
Communication	Effectively conveying ideas, plans, and the social impact of initiatives to internal and external stakeholders.
Leadership	Providing guidance and direction to inspire and mobilize teams toward the successful implementation of social innovation.
Problem-Solving	Analyzing complex challenges and devising creative solutions to address social and environmental issues effectively.
Environmental Awareness	Understanding the impact of business activities on the environment and incorporating sustainable practices into innovation.
Critical Thinking	Evaluating situations and information critically to make informed decisions that contribute to positive social outcomes.
Social Responsibility	Embracing a commitment to ethical practices and social responsibility in business operations and innovation initiatives.
Sustainability Knowledge	Possessing in-depth knowledge of sustainability principles and integrating them into business strategies and innovation.
Community Development	Understanding and contributing to the development and well-being of the local and global communities affected by business operations.
Adaptability	Responding effectively to changing conditions and adjusting strategies to align with evolving social and environmental needs.
Continuous Learning	Cultivating a culture of ongoing learning and staying abreast of emerging trends, technologies, and best practices in social innovation.



Presentation of the draft of the ISIDE training programme

The provided tables present the results of a survey or evaluation on various topics related to sustainability and social innovation. The tables include average scores assigned to different issues and the relevance of specific topics on a scale from "Not relevant" to "Very relevant."

The Relevance Ratings, derived from participant assessments, offer a comprehensive overview of the perceived importance of various sustainability and social innovation topics. The participants' collective perspectives reveal a strong emphasis on certain key areas. Innovative business models, new technologies for social innovation, and the integration of sustainability into the company's strategic framework emerge as highly relevant, reflecting a shared recognition of the pivotal role of creativity, technology, and strategic planning in driving sustainability. Additionally, a consensus exists on the significance of learning from examples of best practices and success stories, assessing the social impact of company activities, and employing effective communication and technology for impact assessment. The ratings underscore a holistic approach to sustainability, emphasizing the interconnectedness of responsible resource management, identification of sustainable business opportunities, and insight into sustainable and responsible development concepts. The acknowledgment of international standards on corporate social responsibility (ISO 26000) and the importance of European and national sustainability initiatives further emphasize the participants' commitment to aligning with established frameworks for ethical business practices. Overall, these ratings provide valuable insights into the priorities and considerations driving sustainable and socially innovative practices within businesses.

Relevance Ratings:

Topic	Not Relevant	1	2	3	4	5	Very Relevant
Definition and characteristics of social innovation					x		
Innovative business models				x			
New technologies for social innovation			x				
Examples of best practices and success stories		x					



Topic	Not Relevant	1	2	3	4	5	Very Relevant
Assessing the social impact of company activities				x			
Social impact measurement tools		x					
Communicating social impact to stakeholders		x	x	x			
Using technology to improve impact assessment		x			x		
Integration of sustainability into the company's strategic framework		x	x				
Identification of sustainable business opportunities		x		x			
Responsible management of natural and human resources		x				x	
Insight into the concepts of sustainable and responsible development		x			x		
International standards on corporate social responsibility (ISO 26000)		x	x				
European and national sustainability initiatives		x		x			

With respect to the topics identified, do you consider the proposed list exhaustive?

The tables provide a concise overview of the identified topics, along with explanations highlighting their relevance within the context of sustainability. In the first set of topics, "Co-worker Respect" is emphasized for its role in cultivating a positive work environment, promoting communication, equality, and diversity, and contributing to employee motivation and commitment. It is seen as an exemplary practice that enhances efficiency and sets a positive example for other companies. In the second set, "Fair trade principles" is underscored for its significance in guaranteeing fair treatment to farmers and employees, supporting sustainable practices in agriculture, and fostering social and ecological responsibility in supply chains. The topic of "Sustainability on the Political Agenda" is highlighted for acknowledging the pivotal role of government and policy in promoting sustainable practices and addressing environmental and social



challenges. While the remaining topics are listed without detailed explanations, the presented ones signify key areas of focus and consideration within sustainability training and guidebook development.

CONCLUSION

In conclusion, the comprehensive demographic breakdown of participants from Spain, Bulgaria, Italy, Greece, and Portugal, along with an analysis of the business profiles in each country, enriches our understanding of sustainability and social business innovation from diverse perspectives. The participants represent a wide range of age groups, genders, educational backgrounds, language proficiencies, and professional experiences, providing a nuanced view of the challenges and opportunities in implementing sustainable practices and fostering social business innovation.

The Spanish participants, predominantly aged 41-50, exhibited a strong commitment to sustainability in various industries, including tourism consulting, certification, public sector consulting, hotels, services to companies, and aeronautics. The majority of businesses were partnerships, with diverse operational histories and turnover figures. This demographic diversity contributes to a comprehensive understanding of sustainability practices in Spain.

Bulgarian participants, mainly aged 41-50, provided insights into limited liability companies, partnerships, and sole proprietorships across diverse industries. The varied operational durations, turnover figures, and profitability trends highlight the complexity of implementing sustainability in Bulgaria. The inclusion of family members in business executives and a workforce with diverse qualifications adds depth to the understanding of Bulgarian businesses.

Italian participants, ranging from under 30 to 41-50 years old, represented corporations, partnerships, limited liability companies, and cooperatives across services, construction, technology, fashion, and consulting. The diverse workforce compositions, turnover figures, and profitability trends showcase the versatility of sustainability practices in Italy, emphasizing the need for a holistic approach.

Greek participants, primarily aged 41-50, provided insights into sole proprietorships and partnerships in the food and drink industry, tourism, financial activities, and creative industries. The diverse operational durations, turnover figures, and downward profitability trends highlight the challenges faced by Greek businesses in the context of sustainability. The inclusion of family members in business executives and varying workforce qualifications adds depth to the understanding of Greek businesses.



Portuguese participants, spanning various sectors, revealed a diverse corporate landscape of corporations, limited liability companies, partnerships, and cooperatives. With operational durations ranging from 2 to 41 years, these businesses showcased diverse turnover figures, consistently upward profitability trends, and workforce compositions that underscore the importance of highly qualified personnel. This diversity contributes to a holistic understanding of sustainability practices in Portugal.

The detailed business profiles and participant demographics enhance the depth and breadth of our insights into sustainability and social business innovation across Southern European countries. The nuances captured in this analysis underscore the importance of tailoring strategies to each country's unique business landscape while fostering a collective commitment to sustainable practices and innovation.

The semi-structured interviews conducted on sustainability, social business innovation, and their interplay within companies revealed a rich tapestry of insights and perspectives. Participants across diverse sectors and roles showcased a commendable level of awareness and commitment to sustainability, with a broad understanding of its multifaceted dimensions. The discussions touched upon various aspects, including corporate social responsibility (CSR), environmental impact, community engagement, and the challenges and benefits associated with sustainability practices.

Key themes emerged, emphasizing the critical role of tailored business strategies, community and stakeholder engagement, leadership commitment, financial planning, government support, communication, culture, education, policy intervention, and funding initiatives in supporting sustainability. The interconnectedness of these factors highlighted the need for a holistic approach, recognizing the complex nature of sustainability challenges and the diverse skill set required for effective implementation.

Participants identified several challenges limiting sustainability, such as associated costs, lack of resources, short-term financial pressures, and the need for regulatory frameworks. Overcoming these challenges requires a comprehensive, strategic, and long-term approach involving community engagement, policy intervention, education, and a shift in perceptions regarding the costs of sustainability.

The skills and competencies deemed essential for sustainability reflected a holistic perspective, encompassing ethical awareness, legal literacy, continuous learning, adaptability, and strong communication abilities. These skills are crucial for embedding sustainability into the core fabric of businesses, ensuring not only economic success but also positive contributions to the environment and society.

On the relationship between sustainability and social business innovation, participants recognized



sustainability as a catalyst for innovation, driving continuous improvement and responsible decision-making. The integration of sustainability into business practices was seen as a positive force for attracting talent, fostering collaboration, and enhancing resilience in the face of global challenges.

However, participants acknowledged the delicate balance needed to align immediate financial needs with long-term sustainability goals. Superficial adoption of sustainability was cautioned against, emphasizing the importance of genuine integration into business practices to avoid undermining credibility.

The benefits of implementing social business innovation were highlighted as numerous and far-reaching, encompassing positive work environments, talent attraction, improved corporate image, customer loyalty, community impact, competitive differentiation, increased productivity, and access to sustainability-focused tenders. Despite these benefits, participants recognized the need for careful management to mitigate potential risks, such as additional costs and reputational damage.

In terms of skills and competencies to support social business innovation, participants emphasized an entrepreneurial spirit, business acumen, project management skills, teamwork, stakeholder engagement, creativity, strategic thinking, effective communication, leadership, problem-solving, environmental awareness, critical thinking, and a strong sense of social responsibility.

In summary, the interviews provided a nuanced and comprehensive understanding of sustainability, social business innovation, and the intricate interplay between them within companies. The collective insights underscored the importance of a holistic approach, strategic planning, diverse skill sets, and responsible management to navigate the challenges and harness the benefits associated with sustainable and socially innovative practices in the ever-evolving business landscape.

B. CURRICULUM DESIGN

Methodology for training curriculum development

An investigation of the literature concerning curriculum theory and models demonstrates that the concept of "curriculum" has been described in numerous different ways. In the early 20th century, Dewey (1902) described curriculum as a collection of intended experiences. Later, in 1932



Taba described it as the collection of experiences in school, and in 1975 Tyler added to Taba's definition by stating "the set of planned and unplanned experiences in school". Olivia (1988) describes the curriculum as a set of experiences that the student will encounter during their time in school, including the curriculum, the rules, the subject matter and the teaching method, all of which are intended by the school. In the 21st century, Ornstein and Hunkins (2016) consider the curriculum as a system and explain that the curriculum is a composition of goals, subject areas, experiences of learning and assessment. Reviewing the various definitions of curriculum that are documented in the literature, it can be said that the concept of curriculum is comprised of what is taught, a subject area, content, a set of resources, that is, all of the planned things and a set of experiences that students have (Marzooghi, 2016).

The various definitions contribute to the field of curriculum with theories and models. The process of developing the curriculum model is derived from the creation of a prototype that will ultimately lead to the development of a different national curriculum. The objective is to create and define a series of courses that have both theoretical and practical components that will help teachers to acquire the necessary and appropriate knowledge and skills in order to achieve the goals.

In this endeavor, the methodology revolves around four theoretical approaches to creating curriculum:

- a) Tyler Model
- b) Taba Model
- c) Oliva Model
- d) Hunkins Model

Tyler Model: The Tyler Model, created by Ralph Tyler in the 1940s, is the most prototype of a scientific approach to curriculum design. It's primarily concerned with the concept that the purpose of education is to promote both educational value and useful knowledge for learners. Ralph Tyler's model suggests that the curriculum process begins with establishing the goals of the experience, and then concludes with evaluating and assessing the experience. It was one of the first models and still is one of the most simple models that comprises of four steps.



- a) Determine the school's purposes (aka objectives)
- b) Identify educational experiences related to purpose
- c) Organize the experiences
- d) Evaluate the purposes

Taba Model: Hilda Taba (7 December 1902 – 6 July 1967) was a structuralist, a theorist of curriculum, a reformer of curriculum, and a teacher educator. Taba describes a "curriculum" as a written document that contains a statement of goals and specific goals; it denotes some selection and organization of content; and it implies or demonstrates how to learn and teach. It encompasses a method of evaluating the results of objective criteria or content-based requirements. She developed a model of instruction that takes into account the utilization of multiple processes, for example Listing, organizing, re-organizing, labelling, and combining. She advocates the "down-top" approach, or grassroots style, which is a variation of the Tyler style. Taba's grassroots approach has a seven-step process that is listed below.

1. Diagnosis of Learners' Needs
2. Formulation of Objectives
3. Selection of the Content
4. Organization of the Content
5. Selection of Learning Experiences
6. Organization of Learning Activities
7. Evaluation

Oliva Model: Peter Oliva's (2005) model facilitates the achievement of developmental goals in the curriculum. Oliva (1988) described a curriculum as being simple, comprehensive and systematic. This approach facilitates projects that are interdisciplinary, or interdisciplinary, that surpass the



confines of departments. It describes a progression of curriculum development that includes first identifying the general and social needs of students, then evaluating the curriculum. Oliva intended to create a simple, comprehensive and systematic approach. This model combines two separate but related models: the curriculum sub-model and the teaching sub-model. The curriculum sub model primarily involves the planning process, which is not complete until transformed into the instructional sub model (Oliva, 1992). The Oliva model parallels the Taba model's limitations in only recognizing student's needs before establishing goals. He considers society and the subject matter in order to establish the educational goals and the philosophical and psychological principles that are similar to Taylor's approach to goal selection (Oliva, 1992). Oliva describes the model of curriculum development in the 12 components that are interrelated. The constituent parts are as follows:

1. General students and community Needs
2. Special students' needs, the community needs, needs of discipline.
3. The purpose of general curriculum.
4. Specific goal curriculum.
5. Specific curriculum organization.
6. The broad objective of learning.
7. The specific purpose learning.
8. The selection of learning strategies.
9. Selection of preliminary technical evaluation
and selection to techniques of final evaluation.
10. Implementation of the strategy.



11. Evaluation of learning.

12. Evaluating the curriculum.

Hunkins Model: The Hunkins' model is considered a decision model. It possesses a unique attribute called the feedback and adjustment loop. This loop allows decision makers to revisit previous steps in order to make alterations or changes. This loop describes the procedure of creating and implementing curriculum. The model has 7 steps as listed below:

- Curriculum conceptualization and legitimization
- Diagnosis
- Content selection
- Experience selection
- Implementation
- Evaluation
- Maintenance

Using the aforementioned models, we attempt to create a mapping of the curriculum's lessons based on cognitive, emotional and physical methods of teaching and learning. The investigatory and experimental learning that occurs through student experience will follow the linear approach that begins with simple problems and becomes more complex, the general to specific approach is followed by the evaluation of the results using key performance indicators (Tyler's model). Additionally, the lessons will be composed of modules in a sequence (Taba's model). The core principles of the Oliva curriculum will be combined with the students since the latter will be part of the faculty's principles by developing associations with other classes. Ultimately, by learning the methods of problem resolution and decision making (Hunkins' model), we should be able to achieve the goals of the program.



ISIDE Curriculum Design

Target Groups

The ISIDE curriculum is aimed at employees to develop skills related to environmental sustainability and social responsibility that are useful in modelling strategic, business, organizational processes and measurement tools.

It is also addressed to educators and consultants for training in technical and educational methods and tools.

Course Description

The courses included in the ISIDE project curriculum guide.

are designed to enhance the digital skills of small and medium-sized enterprise (SME) workers in addressing social and environmental challenges while promoting business sustainability.

Through innovative and interactive teaching methods, it seeks to equip SME workers with the tools and knowledge needed to embrace social impact activities and align them with the evolving demands of the labour market.

Professional profile

For the design of the learning program, various sources were used and studied such as:

- literature review and
- literature and research on literature and focus groups

From the above, a comprehensive framework emerged for designing the learning programme (modules, lessons, OER content) based on the areas, skills and topics to be developed as shown in Table 1

Table 1: Field and Skills to Develop

FIELD	SKILLS TO DEVELOP	TOPIC
Social Innovation	<i>To define the company sustainable and social responsible approach and to integrate in each procedure a sustainable and social responsible approach</i>	<ul style="list-style-type: none"> • Definition and characteristics of social innovation • Innovative business models • New technologies for social innovation • Examples of best practices and success stories
	<i>To implement concrete actions and initiatives addressed to open and build up a relation with the local community in terms of training opportunities, hire local staff, using local products, support cultural, sport and social activities</i>	
	<i>To adopt a public and coherent code of conduct regarding the company organisation, internal rules, relation with stakeholders and supplier, scope and limits</i>	
Social Impact	<i>To describe and critically evaluate theory and responsible business practices and examples, within the field of organizational behaviour, considering sustainable development</i>	<ul style="list-style-type: none"> • Assessing the social impact of company activities



	<i>in order to identify the most important processes and relations shaping organisation performance inside the company</i>	<ul style="list-style-type: none"> • Social impact measurement tools • Communicating social impact to stakeholders • Using technology to improve impact assessment
Strategy and Sustainability Management	<i>To understand the main ethical and good corporate governance principles in order to identify and adopt a quality standard protocol and procedures according to international (European) quality standards</i>	<ul style="list-style-type: none"> • Integration of sustainability into the company's strategic framework • Identification of sustainable business opportunities • Responsible management of natural and human resources
	<i>To plan, develop and implement relevant strategies and manage projects</i>	
Sustainable and Responsible Development	<i>To plan in advance the principal social, environmental and economic impacts of an organisation's products and services</i>	<ul style="list-style-type: none"> • Insight into the concepts of sustainable and responsible development • International standards on corporate social responsibility (ISO 26000) • European and national sustainability initiatives
	<i>To manage a positive relation with the staff, suppliers, customers and local community</i>	

Learning outcomes

The expected results are as follows:

Those interested who follow the curriculum should be able to understand:

- Define social innovation and identify its key characteristics in the context of business and societal development.
- Define corporate responsibility and sustainability and understand their significance in contemporary business practices.
- Analyze examples of best practices and success stories in social innovation, corporate responsibility, and sustainability to glean insights and inspiration for practical application.
- Evaluate innovative business models that integrate sustainability into the strategic framework of companies.
- Identify sustainable business opportunities by exploring European and national sustainability initiatives and frameworks.
- Develop strategies for implementing sustainable practices within businesses, aligning them with broader sustainability goals and objectives.
- Utilize social impact measurement tools to assess the societal effects of company activities accurately.
- Explore new technologies for social innovation and impact assessment, understanding their potential to enhance measurement accuracy and efficiency.



- Develop effective communication strategies for articulating and disseminating social impact findings to diverse stakeholders, fostering transparency and accountability in corporate practices.

Curriculum Design

MODULE	UNIT
SOCIAL INNOVATION, CORPORATE RESPONSIBILITY AND SUSTAINABILITY	Social Innovation: definition and characteristics
	Corporate Responsibility and Sustainability: Definition and Characteristics
	Examples of best practices and success stories
DOING BUSINESS SUSTAINABLY	Innovative business models: integration of sustainability into the company's strategic framework
	Identification of sustainable business opportunities: European and national sustainability initiatives
MEASURING AND COMMUNICATING SOCIAL IMPACT	Assessing the social impact of company activities: Social impact measurement tools
	New technologies for social innovation: using technology to improve impact assessment
	Communicating social impact to stakeholders

Content

ISIDE curriculum comprises three structural elements:

Block 1: n courses, 9 ECTS

Partners choose existing courses as suggested learning features

Block 2: 1 course, 6 ECTS

ISIDE course

Block 3: field experience, 3 ECTS

Bachelor – internship

Master – workshop

ISIDE curriculum – 18 ECTS

3 OER		
N suggested courses, 9 ECTS	1 course, 3ECTS ISIDE	1 field experience, 3 ECTS Internship/workshop

Training Methodology

The curriculum is based on a learner-centred approach that helps to enhance active learning. Courses and modules have a flexible structure, online learning materials with open access to all individual course modules for additional bibliographic resources, examples, etc.

Students will be involved in the process of creating, publishing and managing a digital version. The practical parts will allow students to apply techniques learned beforehand and use the tools presented by the instructors. SMEs check-ups will enable practical application, promote professionalism, and facilitate employment. The selected tools include traditional teaching (lectures), online multimedia learning (OER and DIGIT material) and field experience (SMEs check-ups).

Adoption

We propose different adoption alternatives in our ISIDE curriculum. It can be a new University programme or adapt/enrich existing courses using this ISIDE courses.

Adoption

	Bachelor	Master	Life-long learning
Courses	A = 6 ECTS B C Internship = 3 ECTS	A1 – upgraded in content and different competences, B1 C1 – 6 ECTS	Any of A, B, C or A1 offered or Special package for the persons who already work in this filed



Competences	Practical, know to use, etc.	Understanding, using in international context, etc.	Specific – Knowledge & skills focused
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Assessment

Students will be evaluated based on different educational methods, including:

- ✓ Follow-up tests after each learning unit. Students must complete all the materials that are uploaded to the platform resources (papers, presentations and videos) for each unit and each section. Ultimately, they must answer questions pertaining to the subject.
- ✓ Company inspections. Students are required to conduct research in a specific company or organization. The institution is dedicated to the cultural heritage sector and prepared a short report that included their findings.

The final grade of the students/apprentices will be a mixture of the tests following each unit on the learning platform and company visits as follows:

$$\text{FG} = 50\% \text{ T} + 50\% \text{ Ch-up,}$$

where: **FG** = Final Grade;

T = Test;

Ch-up = Check-up.

Conclusions

The work and research phase of this project was crucial in aligning the curriculum elements, components and objectives with the ISIDE project. The major issues and solutions in the ISIDE research area are discussed, as well as the objectives and intended outcomes. Social entrepreneurship in Europe is particularly important for the economy. Businesses have realised the competitive advantage of integrating social economy principles into their activities. Moreover, measuring social impact requires not only specific skills but also time and effort. This is due to the lack of tools and metrics that are easy to use and widely accepted by businesses themselves. This points to the need to support SMEs in adapting their business models to the



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LEARNING PROGRAMME PROJECT

way they conduct their economic activity to ensure a positive impact on society. Through the ISIDE project, sustainability pathways, entrepreneurship models and impact measurement methodologies are being identified, taking into account the specificities of small and medium-sized enterprises (SMEs). The curriculum development is expected to develop the skills of trainers/consultants and employees to manage social and sustainable innovation in enterprises. University learning is vital to provide additional professionals with advanced knowledge, skills and experience that are directly applicable to institutions and businesses. However, university courses are mainly delivered through traditional face-to-face lectures. Engaging stakeholders in an innovative curriculum that combines seminar sessions and e-learning to gain knowledge and develop skills to combine sustainability and competitiveness objectives will remove the main barriers to implementing social impact tools. Educating stakeholders through a training programme that adopts the evolution of technology and promotes digital integration in learning activities enhances social and environmental sustainability skills for the benefit of the corporate SME population.