



Boost post-pandemic business practices for sustainable development for 2030

(2022-1-PT01-KA220-VET-000089333)



WP2 – Underpinning LEADING 2030 to innovate CVET

R1 – Practice Principle Framework



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LEADING 2030

Boost post-pandemic business practices for sustainable development for 2030

<https://leading2030.eu/>

Practice Principles Framework

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How to use this document

The following document is a product of the LEADING 2030 - Boost post-pandemic business practices for sustainable development for 2030, an Erasmus+ funded project (2022-1-PT01-KA220-VET-000089333). It encompasses a set of practice principles and best practices developed by the project partners.

It is intended to be used as a working and practical document to promote reflection, awareness and action to sustainability, sustainable development and the Sustainable Development Goals (SDGs), by identifying the practice principles as action vignettes and by presenting best practices from 7 different countries from the public, private and third sectors.

To help use this document, colours were assigned to each of the key areas, namely **Sustainability (green)**, **Business Practices (orange)** and **Leadership (red)**. You will notice these colour marks from section 3 onwards, on the tables and on the top right side of each page, indicating the key area you are in.

Furthermore, in the practice principles section, you will find internal links to help you navigate to each best practice. Clicking on the best practice you wish to explore further will take you there. At the end of each best practice, you will also find external links to help you discover more about them.

Finally, the English version of this document is the authentic one. Nevertheless, it was translated into 5 different languages, namely, Estonian, Greek, German, Portuguese and Spanish. These versions and other relevant content and results of the LEADING 2030 are available on the project's website at <https://leading2030.eu/>.



0. Foreword

The recovery from the COVID-19 crisis can present itself as an opportunity to build better societies and businesses and accelerate the progress towards achieving the United Nations 17 Sustainable Development Goals (SDGs).

The overall aim of the LEADING 2030 project is to boost post-pandemic sustainable business practices through the development of a set of cutting-edge didactic resources offering upskilling training opportunities to organisation leaders and business consultants operating in the public, private and third sector and vocational education and training (VET) professionals to address their needs regarding environmental sustainability.

Overall, the project wants to: accelerate a culture of sustainability and ownership of the SDGs, creating a holistic and practical background and driving action (**objective 1**); upskill business consultants/CVET professionals and leaders with competencies to mainstream sustainability across sectors (**objective 2**); develop a set of innovative and cutting-edge didactic resources, available in digital and open media, to empower any interested professional and equip VET and business with a bespoke hands-on portfolio (**objective 3**) enhance local/regional/national and European cooperation through the participation of associated partners, experts and key-stakeholders (**objective 4**).

This Framework is one of the project results that will contribute to reaching those objectives. It focuses on contributing to change by providing answers to some of the questions relating to sustainability and how it can be promoted through everyday life activities and businesses.

Other than presenting action vignettes to each practice principle that aim to trigger action and increase awareness and engagement of citizens and companies, it provides inspirational examples from each partner's countries, illustrating some of the positive and relevant steps organisations have already made in this subject.

This project is being developed by a partnership composed of Centro de Estudos e Desenvolvimento Regional e Urbano Lda. (**CEDRU**) – coordinators (Portugal), Mindshift Talent Advisory Lda. (**Mindshift**) (Portugal), Emporiko Kai Viomichaniko Epimelitirio Herakliou (**HCCI**) (Greece), Cuiablue OÜ (**Cuiablue**) (Estonia), Future in Perspective (**FIP**) (Ireland), Centre for Advancement of Research and Development in Educational Technology Ltd (**CARDET**) (Cyprus), DISRUPTIA SLU (**DISRUPTIA**) (Spain) and Internationaler Bund - IB Mitte gGmbH für Bildung und Soziale Dienste Niederlassung Sachsen (**IB**) (Germany).



1. Introduction

Promoting sustainability and sustainable development is a complex and demanding process, requiring a significant change from all society members. This reflects the need of an integrated approach and a shared responsibility.

However, individual will and behaviours can help induce said changes and may influence others to be involved on the shift towards greater sustainability and a more balanced society and should not be considered a minor element.

This framework embeds modelling techniques to offer a flexible pathway that citizens, business and organizations may follow to ensure that a positive change in their actions and behaviours is achieved.

The nine practice principles presented as action vignettes are structured around sustainability, business practices and leadership, for which best practices are presented.

This way, we intend to trigger a change by providing relevant information and context that are then incorporated by inspirational practices that effectively represent some of the desired changes.

Join us on this path!

2. Sustainability and Sustainable Development

In 1987, the United Nations defined sustainability as “meeting the needs of the present without compromising the ability of future generations to meet their own needs”. This is a process in which social and economic needs are satisfied while protecting the environment from a long-term perspective. Sustainable development establishes long-term stability while considering economic, environmental and social concerns.

More recently, the United Nations approved the 2030 Agenda for Sustainable Development, providing a refreshed approach to sustainable development.

The Agenda 2030 enshrined 17 sustainable development goals (SDG) that cover several areas and domains of a diversified nature. These SDGs are universally applicable and have indivisible targets. This means that to achieve sustainable development all SDGs have to be gradually met.

Nowadays, society faces the challenge of adapting and contributing to sustainable development. All of us can play a decisive role in promoting sustainability and changing behaviours and actions towards sustainable development. The LEADING 2030 project aims to help everyone to meet that opportunity.



2.1. Sustainable Development Goals (SDGs)

The 17 SDGs of the Agenda 2030 cover different and relevant areas, bringing an added focus to all strategic action areas for sustainable development.



FIGURE 1. SUSTAINABLE DEVELOPMENT GOALS, UNITED NATIONS (2015)

Unquestionably, the SDGs provide us with a new lens that translates global needs and ambitions into more holistic and interconnected business solutions, operationalising corporate responsibility.

However, the path to sustainable development is turbulent and implies relevant changes in society and how citizens live and behave. Several recent global events, such as the COVID-19 pandemic or the war in Ukraine, are examples of steps backwards and away from the desired path.

There are key messages on the 2022 Sustainable Development Goals Report, published by the UN, are good examples of the challenges faced when promoting sustainability and imply the need for collective action to pursue sustainability.

01. Cascading crises put the SDGs at risk.	02. COVID-19 has had a devastating impact on the SDGs.
03. Conflicts are destroying the lives of many and destabilizing the world.	04. We are in the grips of a climate catastrophe and the window to avert it is rapidly closing.
05. The vulnerable are being hit the hardest.	06. Data and statistics can light the way.
07. SDGs are our roadmap out of crises and for our own survival	

FIGURE 2. KEY MESSAGES OF THE SUSTAINABLE DEVELOPMENT GOALS REPORT, UNITED NATIONS (2022)

Expectedly, the broad scope of SDGs means they can be impacted differently by the same processes. The table below provides a more in-depth look at what each SDG intends to achieve and a brief overview of the most relevant findings in the 2022 report.



Aim	Recent findings
End poverty in all its forms everywhere	<ul style="list-style-type: none"> ↘ More than 4 years of progress against poverty have been erased by COVID-19 ↘ Rising inflation and the impacts of war in Ukraine further derail progress ↘ The working poverty rate rose for the first time in two decades
End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<ul style="list-style-type: none"> ↘ Conflict, COVID-19, climate change and growing inequalities are converging to undermine food security worldwide ↘ About 1 in 10 people worldwide are suffering from hunger ↘ Nearly 1 in 3 people lack regular access to adequate food (2020) ↘ The Ukraine crisis triggered food shortages for the world's poorest people
Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> ↘ The Pandemic claimed the lives of 115,500 front-line healthcare workers ↘ 22.7 million children missed basic vaccines in 2020 (3.7 million more than in 2019) ↘ Tuberculosis deaths rise for the first time since 2005
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> ↘ The COVID-19 pandemic has deepened a global learning crisis – 147 million children missed over half of the in-person instruction in 2020-2021 ↘ 24 million learners (pre-primary to university level) may never return to school ↘ Entrenched inequities in education have only worsened during the pandemic ● Education is a lifeline for children in crises - remote learning is offered to 3 million Ukrainian children in the chaos of war (April 2022) ● Many countries are improving school infrastructure as classrooms reopen
Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> ↘ It would take another 40 years for women and men to be represented equally in national political leadership at the current pace ↘ Gender-responsive budgeting needs to be strengthened ↘ More than 1 in 4 women (15+ years) have been subjected to intimate partner violence (641 million) at least once in their lifetime ↘ Only 57% of women (15-49 years) are making their own informed decisions on sex and reproductive health care (64 countries, 2007-2021)
Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> ↘ The world's water-related ecosystems are being degraded at an alarming rate ↘ Over the past 300 years, over 85% of the planet's wetlands have been lost ↘ Meeting drinking water, sanitation and hygiene targets by 2030 require a 4x increase in the pace of progress ↘ For at least 3 billion people, the quality of the water they depend on is unknown due to a lack of monitoring ↘ 733+ million people live in countries with high and critical levels of water stress (2019) ↘ Only one-quarter of reporting countries have more than 90% of their transboundary waters covered by operational arrangements (2020)
Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> ↘ Impressive progress in electrification has slowed due to the challenge of reaching those hardest to reach ↘ Progress in energy efficiency needs to speed up to achieve global climate goals ↘ 2.4 Billion People still use inefficient and polluting cooking systems (2020) ↘ International financial flows to developing countries for renewables declined for the second year in a row ● Total renewable energy consumption increased by a quarter between 2010 and 2019, but the share of renewables in total final energy consumption is only 17,7% (2019)
Promote sustained, inclusive and sustainable economic growth, full and productive	<ul style="list-style-type: none"> ↘ Global economic recovery is hampered by new waves of COVID-19, rising inflation, supply-chain disruptions, policy uncertainties and labour market challenges ↘ Global economic recovery is further set back by the Ukraine crisis ↘ Global unemployment to remain above pre-pandemic level until at least 2023



Aim	Recent findings
employment and decent work for all	<ul style="list-style-type: none"> ➤ 1 in 10 children is engaged in child labour worldwide – 160 million total children (2020) ➤ Worker productivity has rebounded, but not in Less Developed Countries (LDCs)
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<ul style="list-style-type: none"> ➤ Global manufacturing has rebounded from the pandemic but LDCs are left behind ➤ Small-scale industries lack access to financial support for recovery - Only 1 in 3 small manufacturers are benefiting from a loan or line of credit (2020-2021) ➤ The passenger airline industry is still struggling to recoup catastrophic losses - 2.3 billion passengers in 2021, compared with 4.5 billion in 2019 ➤ 1 in 3 manufacturing jobs is negatively impacted by the crisis ● Higher-technology industries are far more resilient in crises than their lower-tech counterparts
Reduce inequality within and among countries	<ul style="list-style-type: none"> ➤ The pandemic has caused the first rise in between-country income inequality in a generation ➤ Global refugee figure hits record high - War in Ukraine pushes the world total even higher ➤ 5,895 migrants lost their lives in 2021 ➤ 1 in 5 people has experienced discrimination on at least one of the grounds prohibited under international human rights law
Make cities and human settlements inclusive, safe, resilient and sustainable	<ul style="list-style-type: none"> ➤ Leaving no one behind will require an intensified focus on 1 billion slum dwellers ➤ As cities grow, municipal solid waste problems mount ➤ 99% of the world's urban population breathes polluted air ➤ In sub-Saharan Africa, less than 1/3 of city dwellers have convenient access to public transportation ● The number of countries with local disaster risk reduction strategies nearly doubled between 2015 and 2021 (51 to 98 countries)
Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> ➤ Unsustainable patterns of consumption and production are the root cause of triple planetary crises: climate change, biodiversity loss and pollution ➤ Too much food is being lost or wasted in every country every day – 13,3% of the world's food is lost after harvesting and before reaching retail markets; 17% of total food is wasted at the consumer level ➤ Our reliance on natural resources is increasing rising over 65% globally from 2000 to 2019 ➤ The vast majority of the world's electronic waste is not being safely managed
Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> ➤ Climate change is humanity's "code red" "code red" warning - our window to avoid climate catastrophe is closing rapidly: sea level will rise 30-60 cm by 2100; drought estimated to displace 700 million people by 2030; Medium- to large-scale disasters will increase by 40% from 2015 to 2030 ➤ Energy-related CO2 emissions increased by 6% in 2021, reaching the highest level ever ➤ Climate finance falls short of \$100 billion yearly commitment - Developed countries provided \$79.6 billion in climate finance in 2019 ➤ Rising global temperatures continue unabated, leading to more extreme weather
Conserve and sustainably use the oceans, seas and marine resources for sustainable development	<ul style="list-style-type: none"> ➤ Our ocean, the planet's largest ecosystem is endangered by plastic/marine pollution, overfishing, ocean warming, acidification and eutrophication ➤ Plastic pollution is choking the ocean - 17+ million metric tons of plastic entered the ocean in 2021, which is projected to double or triple by 2040 ➤ Increasing acidification is threatening marine life and limiting the ocean's capacity to moderate climate change



Aim	Recent findings
	<ul style="list-style-type: none"> ↘ 90% of the world's fishers are employed in small-scale fisheries that need accelerated support due to the pandemic
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	<ul style="list-style-type: none"> ↘ 10 million hectares of forest are destroyed every year ↘ Almost 90% of global deforestation is due to agricultural expansion ↘ Biodiversity is largely neglected in covid-19 recovery spending ↘ Around 40.000 species are documented to be at risk of extinction over the coming decades ● Nearly half of the freshwater, terrestrial land mountain key biodiversity areas are protected
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	<ul style="list-style-type: none"> ↘ The world is witnessing the largest number of violent conflicts since 1946 and a quarter of the global population lives in conflict-affected countries (end of 2020) ↘ A record 100 million people had been forcibly displaced worldwide (May 2022) ↘ 1/3 of the world's population (mostly women) fear walking alone in their neighbourhoods at night ↘ Corruption is found in every region – Almost 1 in 6 businesses have received bribe requests from public officials ● The pleas for global peace grow louder ● Global homicide rate declined 5,2% between 2015 and 2020 – still falling short of the “significant reduction” by 2030 targeted in the SDGs
Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	<ul style="list-style-type: none"> ↘ Rising debt burdens - threaten developing countries' pandemic recovery ↘ Official Development Assistance (ODA) for SDG data declined by more than 18% in 2020 ● Internet – uptake accelerated during the pandemic (% of individuals using the internet grew from 54% in 2019 to 63% in 2021) ● Net ODA reached a new high of \$177.6 billion, largely due to COVID-related aid ● Foreign direct investment rebounded to \$1.58 trillion, up 64% from 2020 ● Remittances reached \$605 billion, up 8.6% from 2020

↘ adverse evolution | ● favourable evolution

TABLE 1. AIM OF THE SDGs AND THE MOST RECENT FINDINGS, THE SUSTAINABLE DEVELOPMENT GOALS REPORT, UNITED NATIONS (2022)

It is clear that there is still plenty to do to promote sustainable development, and that is why LEADING 2030 positions to help raise awareness of these matters and implement actions and behaviours to help shift some of the adverse trends identified.

We do not expect to solve most problems, but just like the UN General Secretary, António Guterres, mentioned “We must rise higher to rescue the Sustainable Development Goals – and stay true to our promise of a world of peace dignity and prosperity on a healthy planet”. LEADING 2030 is a way for all partners to rise higher in an articulated contribution to help support that process.



3. Practice Principles

The LEADING 2030 project foresees a total of 9 Practice Principles (PP), structured around three key areas, namely, **Sustainability**, **Business Practices** and **Leadership**.

The main objective of these PP is to provide a comprehensive approach and direction to implement responsible and sustainable business practices and behaviours. Therefore, these are the core of LEADING 2030, providing an action path structured by 9 essential self-explained principles. The table below identifies those.

#	Practice Principles	Key Area
1	Commit to mainstream the Agenda 2030 aspirations and its 17 Global Goals	Sustainability
2	Put global values, vision, corporate responsibility and sustainability at the core	
3	Contribute to the world by aligning with the SDGs, both locally and globally	
4	Embrace holistic business approaches in a post-pandemic context	Business Practices
5	Connect business strategies with global priorities	
6	Strengthen multi-stakeholder's relations and support future policy direction at regional, national and European levels	
7	Lead by example in terms of ethics, employees' engagement and operational footprint	Leadership
8	Develop both future and existing leaders through intergenerational learning	
9	Equip leaders with the LEADING 2030 competences	

TABLE 2. LEADING 2030 PRACTICE PRINCIPLES AND KEY AREAS, OWN SOURCE (2023)

To ensure that these PP can contribute positively to sustainable development, the following action vignettes aim to stimulate action and promote an active role from citizens, business and all relevant organization.

3.1. Commit to mainstream the Agenda 2030 aspirations and its 17 Global Goals

What is this PP about?

- The Agenda 2030 is a UN document that defines the overall strategy for world leaders, stakeholders and citizens' approaches towards a more sustainable, fair, inclusive and productive society.
- It defines a set of 17 SDG that help steer social and economic development by identifying the key areas in which action is needed and expected from everyone.
- This PP objective is to help promote a transversal acknowledgement of Agenda 2030 and the SDG, creating greater awareness and alignment and transforming businesses and citizens into active stakeholders towards a better and sustainable society.

Reference questions about this PP	
Do I know what the Agenda 2030 is?	The Agenda 2030 is the reference document from the UN within sustainable development, and it can be found online, here .
What are the SDGs	The Sustainable Development Goals (available here) set the aim to be followed on key strategic areas for a more sustainable society to be achieved.
I am aware about my possible actions/role towards SDG?	Even if some actions are to be taken by high-level national politics, everyone has a role within the Agenda 2030. Firstly, you need to be familiar with the SDGs. From there, anyone can have a role towards a more sustainable and balanced society. To get inspired, Check the section below and our best-practices benchmark from our 7 partner countries.
What impacts can my actions have towards the Agenda 2030 and SDGs?	Measuring our impacts can be difficult and somehow difficult on the short-term. However, as long as you are aware of your actions, you may notice an improvement on your behaviours and of those around you. Set some targets to yourself, your household and/or your business, be sure to keep yourself resilient, and progress will come! Have a look at the SDGs, and you may notice that some of them are very "locally" focused. Maybe you can start by SDG 12 , relating to Sustainable Consumption and Production Patterns?

How can I contribute to this PP?

- Make the Agenda 2030 and the SDGs a visible reality by talking about them with your family, friends and coworkers. You can also spread the word by using social media, bringing the subject into meetings, and adding your views about SDGs on internal notes. Everyone is potentially a change-maker; make them aware of it.
- Increase awareness by sharing relevant information sources about SDGs. On each SDG, you will find synthetic infographics that provide an overview, targets and indicators and progress and info about that specific SDG. Check those that better fit your activity/context and make them noticeable to those you can influence/communicate with.
- Define targets locally (within your household, community, company or business). Plenty of actions may be performed through individual or collective responsibilities and have a relevant impact on SDGs.
- Keep track of your efforts and results, especially in the medium term, as results will be more noticeable, bringing added motivation and generating a positive cycle of engagement-action-results. Register developments within a dedicated sheet with actions, objectives and results, helping you to keep track of developments.

- Start with easy targets. For instance, relating to SDG 11 and SDG 13, start with the actual baseline situation on mobility and set targets for your own use of public transport or soft mobility means. On SDG 12, you can also set targets to reduce food waste or prioritise locally produced products.

Getting inspired by best practices					
Key Area	Country	Best Practice	Inspirational potential		
			Average	High	Very High
Business Practices	Greece	Reduce the Consumption and Disposal of Single-use Plastics (SUP) - SUPMed Project			▲
		Heraklion Municipality HUB - Dimoskopio		▲	
		Women do Business		▲	
	Spain	Green Forest		▲	
		PRAE - Environmental and Educational Proposals		▲	
		Amigos de la Tierra (Friends of Earth)			▲
Leadership	Cyprus	Digital Cyprus 2025	▲		
		Sustainable Development Committee			▲
		"Agia Skepi bio"		▲	
	Ireland	Musgrave Paving the Way for Sustainable Groceries			▲
		CAROs – Cross-Regional Climate Action Committees		▲	
		Developing Ireland's Perspectives of the SDGs		▲	
	Portugal	Reforestation of Serra do Açor forest			▲
		ODSlocal – Municipal platform on sustainable development goals			▲
		ZERO WASTE Movement for surplus food produced			▲
Sustainability	Estonia	Digitalization of public services	▲		
		Circular Economy in Manufacturing Initiative			▲
		Let's Do It Foundation		▲	
	Germany	The Green Dot		▲	
		The circular way of water		▲	
		Tafel Dresden		▲	

3.2. Put global values, vision, corporate responsibility and sustainability at the core

What is this PP about?

- “Putting global values, vision, corporate responsibility, and sustainability” at the core in the business sector means that businesses should operate in a way that is aligned with those principles, also known as Corporate Social Responsibility (CSR) guidelines.
- Adopting global values that are shared by people all over the world- such as respect for human rights, environmental protection, and social justice-, allows to have a clear vision for the future that is based on those values. That vision should guide the business’s decision-making and ensure that it is making a positive impact on the world.
- Furthermore, being socially responsible means that business take steps to mitigate the negative impacts of their operations on society and the environment; linked to that, being sustainable means to operate in a way that ensures the continuity of the business in the long term, for both economical and ethical reasons.
- This PP is directly or transversally linked to many Sustainable Development Goals (SDG) of the UN Agenda 2030, such as objectives 7, 8, 9, 11, 12, 13, 14, 15 and 17, among others.

Reference questions about this PP

<p>Do I know what Corporate Social Responsibility (CSR) is?</p>	<p>The European Commission has defined CSR as the responsibility of enterprises for their own impact on society and, therefore, it should be company led. Companies can become socially responsible by 1) integrating social, environmental, ethical, consumer, and human rights concerns into their business strategy and operations, and 2) following the law.</p>
<p>Do I know how a business can be socially responsible or sustainable in real life?</p>	<p>Being socially responsible (and taking steps to mitigate the negative impacts of their operations on society and the environment) can include actions like reducing their carbon footprint, providing fair wages to their employees, and giving back to the communities where they operate.</p> <p>On the other side, being sustainable (and operating in a way that ensures that they can continue to do business in the long term) can include things like using renewable resources, investing in research and development, and developing innovative products and services.</p>
<p>How is "putting global values, vision, corporate responsibility and sustainability at the core" important in the business sector?</p>	<p>It is important for a number of reasons: first, it can help to attract customers and employees who share these values and it can help to boost the business’s reputation. It can also help to mitigate risks, such as reputational damage or regulatory scrutiny. And, more importantly, it can help to create a more sustainable and equitable world for all of us.</p>
<p>Do I know what the UN Global Compact is?</p>	<p>The UN Global Compact is a set of ten principles that cover human rights, labour, environment, and anti-corruption. Businesses that adopt the UN Global Compact commit to upholding these principles in their operations.</p>
<p>Where can I find more information about these sustainable and responsible global values?</p>	<p>There are many official and useful sources of information. However, it is highly recommended to check the UN Global Compact webpage, and the European Commission sections for Industry and Sustainability, as well as the ISO and OECD sections dedicated to the topic. Other sources that may be interesting to check, as more alternative, can be the World Economic Forum or the CSRwire.</p>

How can I contribute to this PP?

- Raise awareness in others about the existence of type of principles and guidelines about global values, which can lead the actions of both big corporations and small business.
- Try to apply some of the sustainable practices that documents as the UN Global Compact recommend yourself, as reducing your carbon footprint, giving back to your community, using renewable resources, or investing and research for innovative products and services.
- Keep track of what you and others around you do in your/ their business- how you all act- and try to recommend /incorporate some of the “corporate responsibility and sustainability principles” to your business, or the ones around you. Keeping an eye on those around you and fixing action targets can help you and your community a lot.
- Impulse others to be more respectful with the environment and the human and resources within your community. Show them (teach and inspire) with your own example.
- Spread the word and push for the civic education of both younger and older generations around you. Try to start with small, little green actions overall in your own business and action spaces.

Getting inspired by best practices					
Key Area	Country	Best Practice	Inspirational potential		
			Average	High	Very High
Business Practices	Greece	Reduce the Consumption and Disposal of Single-use Plastics (SUP) - SUPMed Project		▲	▲
		Heraklion Municipality HUB - Dimoskopio		▲	▲
		Women do Business		▲	▲
	Spain	Green Forest		▲	▲
		PRAE - Environmental and Educational Proposals		▲	▲
Leadership	Cyprus	Amigos de la Tierra (Friends of Earth)		▲	▲
		Digital Cyprus 2025		▲	▲
		Sustainable Development Committee		▲	▲
	Ireland	“Agia Skepi bio”		▲	▲
		Musgrave Paving the Way for Sustainable Groceries		▲	▲
		CAROs – Cross-Regional Climate Action Committees		▲	▲
	Portugal	Developing Ireland’s Perspectives of the SDGs		▲	▲
		Reforestation of Serra do Açor forest		▲	▲
		ODSlocal – Municipal platform on sustainable development goals		▲	▲
Sustainability	Estonia	ZERO WASTE Movement for surplus food produced		▲	▲
		Digitalization of public services	▲	▲	▲
		Circular Economy in Manufacturing Initiative		▲	▲
	Germany	Let’s Do It Foundation		▲	▲
		The Green Dot		▲	▲
		The circular way of water		▲	▲
		Tafel Dresden		▲	▲

3.3. Contribute to the world by aligning with the SDGs, both locally and globally

What is this PP about?

- The 17 SDGs of the 2030 Agenda, are aimed at everyone: governments worldwide, civil society, the private sector and academic environments, and were developed to promote and allow for social, economic and environmentally sustainable development.
- Within this treatise, a path for the future was developed, whereby a dignified life is to be ensured, and, at the same time, the natural bases of life are to be safeguarded. To do so, it is essential that all countries, regions and relevant stakeholders, including companies, work closely together by focusing on a path for sustainable development - locally and globally.
- Current and future companies and executives should become aware of these sustainability goals and not only integrate them into their internal processes but also implement them to be role models on sustainability for others locally, regionally and worldwide.

Reference questions about this PP	
Do I know what the 17 Sustainable Development Goals mean in practice?	Leaders should lead by example and be informed about what it means to implement and apply the SDGs in a practical sense. Positively leading the company also radiates to other companies and areas and reduces possible inhibitions in the realization of the implementation of sustainability.
Do I know the significance of the implementation of the 17 sustainable SDGs?	Implementing actions relating to the SDGs (locally and/or regionally) can be a challenge but also an opportunity to have a positive effect on society and other businesses. The implementation of the sustainability goals in the company contributes to a new awareness in the business world to operate in a more environmentally friendly, humane and climate-friendly way in the world in the long term.
How does management behaviour influence the implementation of goals?	To have a relevant influence over other companies when implementing activities aligned with 17 SDGs, these should be gradually known by all those involved in the business. These objectives should be present daily in all business stages to merge gradually with daily structures and routines. Therefore, management behaviour plays an important role in contributing to a sustainable environment in general but also at local and regional levels. Furthermore, this habit will positively influence employees, who can copy this behaviour and implement the SDGs on their own.
Do I know about the long-life effect of SDGs in my own business?	Understanding the long-life effects of adhering to and implementing the SDGs in a company is a way to improve local and regional contributions to a sustainable and safer world. Focusing on the impacts of each SDG, considering their internal articulations, provides opportunities for companies to improve and positively differentiate internal processes, improving their business and work and life conditions of employees. In doing so, they contribute to a better, more secure and longer-lasting business world.

How can I contribute to this PP?

- Create a code of conduct: Formulate and communicate a detailed set of ethical guidelines to which employees must adhere. This code should be based on the sustainability goals and anchored in the corporate philosophy.
- Promote to differentiate: By adopting sustainable processes and by improving internal actions according to the SDGs, your business will differentiate from others, attract renewed interest and generate a positive awareness cycle.
- Sustainable supply chains: If you as a company resort to outside suppliers (such as lunch caterers or cleaning services), ensure they also have a positive sustainability code, which should align with your company code. These companies should use regional food, focusing on short supply circuits (lunch caterers) or use environmentally friendly products.

Getting inspired by best practices					
Key Area	Country	Best Practice	Inspirational potential		
			Average	High	Very High
Business Practices	Greece	Reduce the Consumption and Disposal of Single-use Plastics (SUP) - SUPMed Project	▲		
		Heraklion Municipality HUB - Dimoskopio		▲	
		Women do Business	▲		
	Spain	Green Forest		▲	
		PRAE - Environmental and Educational Proposals		▲	
Leadership	Cyprus	Digital Cyprus 2025	▲		
		Sustainable Development Committee			▲
		"Agia Skepi bio"	▲		
	Ireland	Musgrave Paving the Way for Sustainable Groceries			▲
		CAROs – Cross-Regional Climate Action Committees		▲	
		Developing Ireland's Perspectives of the SDGs		▲	
	Portugal	Reforestation of Serra do Acor forest		▲	
		ODSlocal – Municipal platform on sustainable development goals			▲
ZERO WASTE Movement for surplus food produced			▲		
Sustainability	Estonia	Digitalization of public services	▲		
		Circular Economy in Manufacturing Initiative			▲
		Let's Do It Foundation	▲		
	Germany	The Green Dot		▲	
		Tafel Dresden			▲

3.4. Embrace holistic business approaches in a post-pandemic context

What is this PP about?

- Having a holistic approach will result in a more thorough understanding of interconnections between relevant elements. In the case of business, it means that the organisation is considered in its entirety, namely its processes and policies, rather than focusing only on a specific component.
- A holistic business approach provides companies with a complete understanding of their impacts, providing the opportunity to align sustainability with a business strategy, optimising resource allocation, engaging stakeholders effectively, managing risks, fostering long-term value creation, and improving transparency. This way, companies can promote significant change, achieve sustainable growth, and positively contribute to society and the environment.
- By integrating the ESG (Environmental, social and governance) framework in the holistic business strategy, companies can assess and enhance their ethical and sustainability performances and practices.
- The combination of the holistic approach with the ESG framework allows companies to specifically address the targets of SDG 12, namely, to adopt sustainable practices and to integrate sustainability information into the reporting cycle.

Reference questions about this PP	
What is the holistic business approach?	The holistic business approach is an increasingly used concept in the business world. By assuming this, all elements of the organisation are considered in the decision-making process instead of just a specific element or department. The holistic approach also considers employee experience as an essential aspect, focusing on the well-being of members and not just on its economic results.
What are the benefits of adopting a holistic approach in business?	A holistic business approach can provide several positive impacts to an organisation, such as improved communication and collaboration between departments, increased efficiency, optimised resource allocation and improved decision-making processes. Furthermore, greater notoriety and engagement at the local level can be expected, especially with related stakeholders. By adopting this approach, organisations can improve their performance as a whole.
What is ESG?	ESG stands for Environmental, Social and Governance, and it is a framework used to assess an organization's business practices and performance on various sustainability domains and ethical issues. It also provides a way to measure business risks and opportunities in those areas.
What is the correlation between holistic approach and ESG?	By integrating the ESG framework within a holistic business strategy, companies are able to evaluate and improve their ethical and sustainability performance and practices while improving overall business performance. Companies and business may find inspiration to get started with ESG from several entities from different areas such as financial (here) or even international benchmarks (here).
Why is it important to adopt a sustainable holistic business strategy now?	The post-pandemic period provides a relevant opportunity to foster the development of improved societies and enterprises, coming from a period of high uncertainty and reorganization. This can also boost advancements towards the SDG. In this context, combining a holistic approach with the ESG framework allows companies to achieve a double result: reaching targets of SDG 12 (and several others, even if in a more indirect way) and integrating sustainability information into their reporting exercises, which should also be considered as a way to maximize the company's performance.

How can I contribute to this PP?

- Familiarize with the holistic business approach methodology and establish a holistic strategy plan for the company/business. Consider approaching the big picture in a more sustained way by involving all the workers/employees as well as their experiences.
- Always integrate business development with a sustainability approach. Look into SDG 12 (more specifically target 6) as a reference to start developing a holistic business strategy.
- Communicate your holistic and sustainable business approach to stakeholders and the public to encourage virtuous practices, increasing your company/business/organisation positive impact on society.

Getting inspired by best practices					
Key Area	Country	Best Practice	Inspirational potential		
			Average	High	Very High
Business Practices	Greece	Reduce the Consumption and Disposal of Single-use Plastics (SUP) - SUPMed Project	▲	■	■
		Heraklion Municipality HUB - Dimoskopio		▲	■
		Women do Business		▲	■
	Spain	Green Forest	▲	■	■
		PRAE - Environmental and Educational Proposals		▲	■
		Amigos de la Tierra (Friends of Earth)		▲	■
Leadership	Cyprus	Digital Cyprus 2025	▲	■	■
		Sustainable Development Committee		▲	■
		"Agia Skepi bio"	▲	■	■
	Ireland	Musgrave Paving the Way for Sustainable Groceries		▲	■
		CAROs – Cross-Regional Climate Action Committees		▲	■
		Developing Ireland's Perspectives of the SDGs		▲	■
	Portugal	Reforestation of Serra do Açor forest	▲	■	■
		ODSlocal – Municipal platform on sustainable development goals		▲	■
		ZERO WASTE Movement for surplus food produced		▲	■
Sustainability	Estonia	Digitalization of public services	▲	■	■
		Circular Economy in Manufacturing Initiative		▲	■
		Let's Do It Foundation		▲	■
	Germany	The Green Dot		▲	■
		The circular way of water	▲	■	■
		Tafel Dresden		▲	■

3.5. Connect business strategies with global priorities

What is this PP about?

- To ensure the connection between business strategies and global priorities, managers and company owners must understand the importance and urgency of adopting new sustainable business models and strategies. The path steered by the 17 Sustainable Development Goals (SDGs) will not be achieved without the active participation of the business sector. Businesses, especially industry, bear a large share of the responsibility for climate change, and shifting from a profit-oriented strategy towards a more sustainable one aligned with global priorities is a one-way process. If businesses become more sustainable, they will be more profitable in the long term, resulting in overall societal improvements as well.
- Opportunities for sustainable business models will arise in mobility systems, healthcare solutions, clean and efficient energy use, agriculture solutions and urban infrastructure. Access to recycled raw materials (with reduced cost) can also be expected. Ultimately, all this will improve relations with local communities. Sustainable models can reduce the use of natural resources and waste while still providing the same quality and performance levels as traditional products, helping businesses gain a competitive advantage.
- On the other hand, societal gains that can be highlighted vary from the creation and sustainability of livelihoods, affordable housing, poverty reduction, technological innovation, extra income through taxes, delivery of essential products and services efficiently and affordably (shorter supply chains), reduced dependence on imports and/or import of essential foreign currency through exports (due to product added value).
- Therefore, enterprises should move towards more suitable business models, ensuring an added value that concerns not only the company's products, but is shared through all relevant players, namely, the environment, staff, and local communities.

Reference questions about this PP

<p>Why should I, as a business owner or manager, adopt a sustainable business strategy?</p>	<p>A sustainable business model will provide a competitive advantage, attracting new clients and accessing new markets. This includes access to sustainable raw materials, fostering a positive relationship with local communities, and creating a better working environment. The full involvement of all stakeholders will generate a positive influence cycle, shifting the path towards sustainability.</p>
<p>Why should I, as a consumer, prefer products from sustainable enterprises?</p>	<p>Sustainable consumer behaviour is a way for all citizens, as consumers, to contribute and demand a more sustainable world by motivating enterprises to produce and operate sustainably. Consumers need to be empowered to make sustainable choices and shift their demand to offers aligned with sustainable development models.</p>
<p>Should I, as a business owner or manager, prefer suppliers that have certified recycled raw materials?</p>	<p>In the past, the selection of suppliers was based only on conventional criteria such as cost, quality, and flexibility. Nowadays, businesses' expectations are based on raised environmental awareness, resulting in higher public pressure, and demanding regulations. Green and sustainable suppliers are also more sensitive to preserving the ecological balance, managing waste, and operating in more sustainable and ethical ways.</p>
<p>What measures can I as a business owner or manager take in order to protect the environment?</p>	<p>To protect the environment and to move towards greater sustainability, companies can take several measures, such as defining a policy to reduce energy use and privilege renewable sources, reduce water use and promote its reuse, reducing waste and ensuring its proper treatment, gradually resort to "green" and eco-friendly cleaning products. Furthermore, circularity is also an easy way to improve sustainability on several internal processes. To ensure the effectiveness of these measures, these are to be fully understood, all staff should be aware of the company's intentions.</p>

How can I contribute to this PP?

- As a business owner, you are on the frontline to promote sustainability. Having a clear view of sustainable business models, of how you can protect the environment and promote good relations with local communities and people working in your company is a relevant starting basis.
- You can cooperate with zero-waste suppliers and establish your company as a responsible and forward-thinking organisation. Sustainable business models create products that last longer, which are easily transformable and made of raw materials that can be reused. Other business models mainly produce products or services with reduced lifespan, increasing waste and inefficiencies.
- As a consumer, you can motivate enterprises towards adopting new business models by preferring environmentally friendly products, low energy-consuming, made by companies that are not involved in child labour procedures, and produced by sustainable supply chains, such as fairtrade materials and waste reduction.
- You can also pressure national and local authorities and policymakers to introduce more strict measures against high-polluting companies, especially within the energy sector, and to establish a new framework that motivates sustainable enterprises such as tax cuts, funding for green investments, minimise bureaucracy, protection of the environment, and strengthening multi-stakeholder networks.
- You can also increase public awareness by sharing relevant information sources about sustainable business models with your peers and stimulating them to adopt sustainable business models by establishing partnerships and cooperation arrangements.

Getting inspired by best practices					
Key Area	Country	Best Practice	Inspirational potential		
			Average	High	Very High
Business Practices	Greece	Reduce the Consumption and Disposal of Single-use Plastics (SUP) - SUPMed Project		▲	▲
		Heraklion Municipality HUB - Dimoskopio		▲	
		Women do Business			▲
	Spain	Green Forest			▲
		PRAE - Environmental and Educational Proposals			▲
		Amigos de la Tierra (Friends of Earth)		▲	
Leadership	Cyprus	Digital Cyprus 2025		▲	
		Sustainable Development Committee			▲
		"Agia Skepi bio"		▲	
	Ireland	Musgrave Paving the Way for Sustainable Groceries			▲
		CAROs – Cross-Regional Climate Action Committees		▲	
		Developing Ireland's Perspectives of the SDGs		▲	
	Portugal	Reforestation of Serra do Açor forest			▲
		ODSlocal – Municipal platform on sustainable development goals		▲	
		ZERO WASTE Movement for surplus food produced		▲	
Sustainability	Estonia	Digitalization of public services		▲	
		Circular Economy in Manufacturing Initiative			▲
		Let's Do It Foundation		▲	
	Germany	The Green Dot			▲
		The circular way of water		▲	
		Tafel Dresden		▲	

3.6. Strengthen multi-stakeholder’s relations and support future policy direction at regional, national and European levels

What is this PP about?

- The importance of collaboration between different sectors and actors is reflected in SDG 17 which focuses on the need for stakeholders (civil society, business, government, NGOs, foundations and academia) to work together in an integrated manner by pooling financial resources, knowledge and expertise. Cross-sectorial and innovative multi-stakeholder partnerships can play an essential role in implementing SDGs and sustainable development.
- Target 17.16 of SDG 17, formulated as "enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries" and target 17.17 "(...) encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships." reflect the relevance of the shared responsibility on this matter.
- Multi-stakeholder initiatives voluntarily undertaken by Governments, intergovernmental organizations, major groups and other stakeholders can create partnerships for sustainable development and work together on the implementation of inter-governmentally agreed development goals and commitments. The above-mentioned goal seeks to encourage and promote partnerships between all stakeholders, recognizing multi-stakeholder partnerships as important vehicles for mobilizing and sharing knowledge, expertise, technologies and financial resources. This also applies to local partnerships involving companies and businesses to promote cohesion, knowledge resources sharing and optimisation.

Reference questions about this PP	
What is SDG 17 about?	SDG 17 refers to the need for nonhegemonic and fair cross-sector and cross-country collaborations in pursuit of all the goals. This is a call for countries to align policies and a vision for improved and more equitable trade and coordinated investment initiatives to promote cross-border relations. It is about strengthening and streamlining cooperation between nation-states, both developed and developing, using the SDGs as a shared framework and a shared vision for defining that collaborative way forward. It seeks to promote international trade and an equitable trading system.
How can I learn more about creating partnerships	You can refer to the SDG Partnership Guidebook which is a practical guide on building high-impact multi-stakeholder partnerships for the Sustainable Development Goals. This inspirational resource may help steer partnership development at several levels, even locally, which may result in a bottom-up movement to build trust and enhance partnership spirit between stakeholders.
What is the role of partnerships to the implementation of SDGs?	Multi-stakeholder partnerships are a key effort in mobilizing and sharing knowledge, expertise, technologies and financial resources to support the achievement of the sustainable development goals. The size of the task means that it is not achievable on individual initiative, so the sharing of knowledge, intentions and objectives needs to involve all relevant actors to bear the load and responsibility associated with the shift to a more sustainable world.
What is the SDG Actions Platform?	The SDG Actions Platform is a global registry of voluntary policies, commitments, multi-stakeholder partnerships and other initiatives made by governments, the UN system and a broad range of stakeholders to support acceleration of sustainability and the SDGs. Governments and other actors are encouraged to register their policies, initiatives or commitments that promote the implementation of one or multiple SDGs on the platform by filling out a form that seeks detailed information about each policy/initiative. Making your efforts visible is also a way to inspire others to do so, increase awareness and possible future cooperation.

How can I contribute to this PP?

- Even if individually, you should not neglect your influence and must consider your involvement possibilities with organizations or partnerships that pursue environmental, societal or governance goals. You should have self-awareness and think about how your skills allow you to differentiate and contribute, individually or collectively, to sustainable development.
- Promoting sustainable development is a collective responsibility, and to do so, we have not only to organize active communities working on cleaning the oceans and fighting climate change but also to cooperate with stakeholders with common goals and beliefs, increasing our influence capacity.
- Encourage your friends and family to participate in similar initiatives and spread the importance of partnerships for implementing the SDGs and associated targets.
- If you are a business manager or owner or a member of an active organization, cultivate a partnering mindset built on understanding the interconnectedness of the prosperity of business, society and the environment and overcome any internal obstacles to push your organization forward. Managing cultural differences, sharing information, trusting potential partners, and understanding that others may also have appropriate knowledge/resources shows openness to sharing organizational knowledge and willingness to share decision-making. Increase the ability to work for the benefit of the partnership as a whole, including helping other partners to achieve their own benefit, ensuring equity, co-creation and respect for all partners.

Getting inspired by best practices					
Key Area	Country	Best Practice	Inspirational potential		
			Average	High	Very High
Business Practices	Greece	Reduce the Consumption and Disposal of Single-use Plastics (SUP) - SUPMed Project		▲	■
		Heraklion Municipality HUB - Dimoskopio		■	▲
		Women do Business		■	▲
	Spain	Green Forest		▲	■
		PRAE - Environmental and Educational Proposals		▲	■
		Amigos de la Tierra (Friends of Earth)		■	▲
Leadership	Cyprus	Digital Cyprus 2025		▲	■
		Sustainable Development Committee		■	▲
		"Agia Skepi bio"	▲	■	■
	Ireland	Musgrave Paving the Way for Sustainable Groceries		▲	■
		CAROs – Cross-Regional Climate Action Committees		■	▲
		Developing Ireland's Perspectives of the SDGs		▲	■
	Portugal	Reforestation of Serra do Açor forest		■	▲
		ODSlocal – Municipal platform on sustainable development goals		■	▲
		ZERO WASTE Movement for surplus food produced		■	▲
Sustainability	Estonia	Digitalization of public services		▲	■
		Circular Economy in Manufacturing Initiative		▲	■
		Let's Do It Foundation		■	▲
	Germany	The Green Dot		■	▲
		The circular way of water	▲	■	■
		Tafel Dresden		■	▲

3.7. Lead by example in terms of ethics, employees' engagement and operational footprint

What is this PP about?

- Leading by example in sustainable development means taking a proactive stance in guiding, inspiring and driving positive change while considering the long-term well-being of both people and the planet.
- The principles that prioritize well-being and the environment, require deep commitment. Embodying these principles in actions, decisions, and strategies, will inspire others to follow, ultimately contributing to a more prosperous and harmonious world for actual and future generations.
- It involves integrating ethical values, transparency, and responsible decision-making into all development efforts, showing a commitment to having a positive impact on society, the environment, and future generations.
- The significance of being a positive role model in three main aspects, such as ethics, employee involvement, and operational impact, should reflect ethical conduct and choice-making strongly aligned with relevant moral values, highlighting the importance of actively involving employees and striving for sustainable practices.
- By embracing this, leaders will help motivate others to do the same, create a positive ripple effect and promote a culture of integrity and environmental responsibility which can contribute to the achievement of the Sustainable Development Goals of the Agenda 2030.

Reference questions about this PP	
Do I know what it is to lead by example in sustainable development?	Effective leaders lead by example by embodying the values and behaviours expected from others, demonstrating a commitment to sustainability, adopting sustainable practices and making conscious choices. This authenticity helps build trust and credibility, inspiring others to follow them.
Do I know the significance of sustainable leadership?	Businesses are experiencing the immediate effects of climate change, both physically and financially. For example, climate change is disrupting the global supply chain and energy supply. Cases show that sustainability drives financial performance, leading to overall improved profitability across the value chain (more information here).
How do ethics contribute to sustainable development?	Sustainable development seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs. Ethical considerations provide a framework for making decisions that balance economic, social, and environmental concerns, ultimately leading to a more equitable and sustainable future (more information here).
How does employees' engagement contribute to sustainable development?	When employees are engaged, they are more committed, motivated, and aligned with the company's goals and values. Therefore, employee engagement can play a significant role in contributing to sustainable development within companies. Engaged employees tend to be more conscious of resource usage and wastage, are more likely to think creatively and contribute with innovative ideas and experience higher levels of job satisfaction and well-being, which in turn leads to better mental and physical health. (more information here). This can also be expected to reflect in an improved performance of companies and businesses.
What is operational footprint and how can minimising it contribute to sustainable development?	The operational footprint of an organization refers to the environmental, social, and economic impacts that result from its daily activities and operations. Managing and reducing our environmental impact is a key component of sustainable development. Companies that prioritize these efforts not only contribute to environmental conservation but also enjoy benefits such as cost savings, innovation, stakeholder trust, and improved competitiveness in an increasingly sustainability-focused world.

How can I contribute to this PP?

- Establish a Code of Conduct by formulating and effectively communicating a detailed set of ethical guidelines for employees to follow. This should emphasize the values of integrity, respect, and fairness in all business dealings.
- Implement sustainable practices to decrease the environmental impact of the company's operations. This may be reflected in measures to reduce waste and energy consumption, promote recycling and circularity and conservation initiatives. By actively pursuing sustainability, organizations not only contribute to a healthier planet but also enhance their reputation and attract individuals and partners who value environmental consciousness.
- Establish leadership development programs that provide managers and team leaders with the necessary skills and knowledge to effectively lead by setting a positive example. These programs can concentrate on fostering ethical decision-making, implementing strategies to engage employees, and promoting sustainable practices.
- Create a system for acknowledging and rewarding employees who exhibit outstanding ethical behaviour, active engagement, and contributions to sustainable practices. This may involve providing incentives, bonuses, or public recognition. By recognizing and celebrating these attitudes, the organization can reinforce its commitment and inspire others to follow.
- Actively interact with external stakeholders, including customers, partners, target groups and communities, to advocate for ethical practices and sustainable initiatives. This can include forming partnerships with socially responsible organizations, implementing relevant projects, supporting local community projects, or actively seeking inputs to enhance internal practices. By engaging stakeholders in this process, an organization can cultivate a sense of shared responsibility and highlight its dedication to creating a positive impact.

Getting inspired by best practices					
Key Area	Country	Best Practice	Inspirational potential		
			Average	High	Very High
Business Practices	Greece	Reduce the Consumption and Disposal of Single-use Plastics (SUP) - SUPMed Project	▲	■	■
		Heraklion Municipality HUB - Dimoskopio		▲	
		Women do Business	▲		
	Spain	Green Forest		▲	
		PRAE - Environmental and Educational Proposals		▲	
		Amigos de la Tierra (Friends of Earth)	▲		
Leadership	Cyprus	Digital Cyprus 2025	▲	■	■
		Sustainable Development Committee			▲
		"Agia Skepi bio"	▲	■	■
	Ireland	Musgrave Paving the Way for Sustainable Groceries			▲
		CAROs – Cross-Regional Climate Action Committees		▲	
		Developing Ireland's Perspectives of the SDGs		▲	
	Portugal	Reforestation of Serra do Acor forest		▲	
		ODSlocal – Municipal platform on sustainable development goals	▲	■	■
		ZERO WASTE Movement for surplus food produced		▲	
Sustainability	Estonia	Digitalization of public services	▲	■	■
		Circular Economy in Manufacturing Initiative			▲
		Let's Do It Foundation	▲	■	■
	Germany	The Green Dot			▲
		The circular way of water		▲	
		Tafel Dresden		▲	

3.8. Develop both future and existing leaders through intergenerational learning

What is this PP about?

- Intergenerational learning is a way that people of all ages can learn together and from each other. It is an important part of lifelong learning, where people from different generations work together to gain skills, values and knowledge.
- Intergenerational learning refers to the exchange of knowledge and skills between two generations for the benefit of each other as well as society. It involves meeting the needs of the present without compromising the ability of future generations to meet their own needs. It is particularly relevant when it comes to sustainability.
- The concept of information being passed and shared between generations is intrinsically in-line with sustainable practices because it facilitates knowledge transfer, develops cooperation, and builds a shared commitment to tackle issues highlighted in the 2030 Agenda for Sustainable Development. Different generations may lead the way towards a more sustainable and inclusive future by learning from one another and working together towards their sustainable goals. This form of intergenerational knowledge sharing can also drive leadership among both young and older employees who take confidence in their newly found skills and knowledge.

Reference questions about this PP

Do I understand what intergenerational learning is?	Intergenerational learning is the sharing of knowledge and skills between two generations to the benefit of both parties and the organisation they represent. It provides a bidirectional flow of useful learning opportunities that are useful for all.
Do I know why intergenerational learning is important for businesses?	An openness and willingness to collaborate amongst colleagues of a wide age gap will normally allow both parties to learn something new from either party that they would have probably never found out when collaborating with a peer from the same age group. The newfound knowledge acquired through intergenerational learners can help give the confidence to drive individuals to become leaders.
Do I know how encouraging intergenerational leadership can help businesses grow?	When employees feel empowered through intergenerational learning, their newfound confidence can harness and grow leadership skills amongst young and older members of staff, providing organisations with strong knowledge-based leaders who can shape the future of an organisation and its core values and strengths.
How can intergenerational leadership lead to my organisation reaching its sustainability goals?	By creating an open environment where younger and older members of staff enjoy collaborating and learning from each other, and where new leaders are formed, you can create the basis for a more sustainable long-term future for your organisation. Different SDGs bear more relevance to different age groups also, but through intergenerational leadership, organisations can ensure that their sustainable future is built around a broader range of core SDGs that are most relevant to them.

How can I contribute to this PP?

- Begin by making intergenerational learning a conscious regular practice within your organisation. This can be through knowledge sharing, actively listening to different generations, and being respectful and inviting of what other generations have to say. Ensure that all employees feel they have an equal platform on which to contribute ideas and beliefs.
- Increase awareness of the importance of intergenerational learning. This can be done in many ways and on different platforms. For example, some generations may have a larger reach on social media platforms and others may have more of a reach to communities not online. Use your platform whatever it may be to spread awareness of what intergenerational learning and leadership is and why it is important.
- Create some realistic targets to reach in the medium term. Define what you would like to achieve through intergenerational leadership in your organisation and how you can relate this to the SDGs. Plan out how you are going to use intergenerational learning to develop leaders across age groups and accelerate your focus on achieving relevant sustainability targets.

Getting inspired by best practices					
Key Area	Country	Best Practice	Inspirational potential		
			Average	High	Very High
Business Practices	Greece	Reduce the Consumption and Disposal of Single-use Plastics (SUP) - SUPMed Project		▲	▲
		Heraklion Municipality HUB - Dimoskopio	▲		
		Women do Business		▲	
	Spain	Green Forest		▲	
		PRAE - Environmental and Educational Proposals			▲
		Amigos de la Tierra (Friends of Earth)			▲
Leadership	Cyprus	Digital Cyprus 2025			▲
		Sustainable Development Committee		▲	
		"Agia Skepi bio"		▲	
	Ireland	Musgrave Paving the Way for Sustainable Groceries			▲
		CAROs – Cross-Regional Climate Action Committees		▲	
		Developing Ireland's Perspectives of the SDGs			▲
	Portugal	Reforestation of Serra do Açor forest			▲
		ODSlocal – Municipal platform on sustainable development goals		▲	
		ZERO WASTE Movement for surplus food produced			▲
Sustainability	Estonia	Digitalization of public services		▲	
		Circular Economy in Manufacturing Initiative			▲
		Let's Do It Foundation		▲	
	Germany	The Green Dot	▲		
		The circular way of water		▲	
		Tafel Dresden		▲	

3.9. Equip leaders with the LEADING 2030 competences

What is this PP about?

- As the world faces environmental challenges and the need for responsible business to be conducted, leaders play a crucial role in driving sustainable practices within organisations and across different sectors. Sustainability should be considered a foundational pillar, encouraging businesses to consider the long-term impacts of their decisions on the environment and society. Proficient business practices and effective leadership are, thus, intertwined, guiding leaders to make ethically sound decisions that align with sustainable values.
- This PP represents a comprehensive and integrated approach to fostering responsible and sustainable business practices. It revolves around cultivating a set of skills and knowledge for leaders to master as LEADING 2030, which encompasses key areas vital for them to drive positive change and progress within their organisations towards the SDGs.
- These competencies include sustainability, business practices, leadership, prioritising opportunities, aligning goals, and acting to effectively engage with the SDGs and expedite the integration of sustainable practices at the organisational level, driving meaningful impact, making informed decisions, integrating sustainability into corporate culture, and driving positive change towards sustainable development.
- By instilling these competencies in leaders, this PP aims to create a holistic framework where organisations can effectively navigate the complexities of the modern world, champion responsible business conduct, address environmental and societal challenges, and actively contribute to achieving the SDGs by 2030. For organisations, this PP also provides a strategic roadmap to navigate the complexities of a rapidly changing global landscape, enhancing resilience and ensuring long-term viability.

Reference questions about this PP

<p>Why is it essential for leaders to possess the LEADING 2030 competences?</p>	<p>Equipping leaders with the LEADING 2030 competencies is essential because these skills encompass sustainability, effective business practices, leadership, goal alignment, and action-taking. These competencies can empower leaders to better navigate complex situations, make ethical decisions, and drive holistic business growth that aligns with sustainable development, fostering a responsible and resilient future.</p>
<p>How do the LEADING 2030 competences contribute to both business success and the SDGs?</p>	<p>The LEADING 2030 competencies boost business success by integrating sustainability into core strategies. By prioritising opportunities, leaders align business goals with societal needs, creating win-win scenarios. This approach enhances reputation and minimises risks, while simultaneously advancing progress towards global SDGs.</p>
<p>In what ways does this PP bridge the gap between profit-driven objectives, and social and environmental responsibilities?</p>	<p>This PP bridges this gap by demonstrating that responsible practices are not counterproductive, but rather can drive innovation and profitability. The LEADING 2030 competencies are expected to guide leaders in identifying areas where economic and societal interests converge, ensuring that sustainable practices enhance not only business success but also social and environmental well-being.</p>
<p>How does this PP's emphasis on the SDGs align with the global sustainability agenda, i.e., the Agenda 2030?</p>	<p>This PP's focus on the SDGs reflects a deep resonance with the United Nations Agenda 2030's vision. By embedding the SDGs into business practices through the LEADING 2030 competencies, leaders and their organisations become active contributors to global sustainability. This alignment reinforces the broader mission of the Agenda 2030, emphasising the role of organisations in achieving collective well-being and being at the forefront of environmental practices by 2030.</p>
<p>Why is it essential for leaders to possess the LEADING 2030 competences?</p>	<p>Equipping leaders with the LEADING 2030 competencies is essential because these skills encompass sustainability, effective business practices, leadership, goal alignment, and action-taking. These competencies can empower leaders to better navigate complex situations, make ethical decisions, and drive holistic business growth that aligns with sustainable development, fostering a responsible and resilient future.</p>

How can I contribute to this PP?

- Engage in the LEADING 2030 project, more concretely in its upskilling programme and corporate Massive Open Online Courses (MOOCs). By taking part in these learning experiences focused on the LEADING 2030 competencies, leaders will acquire hands-on training and practical insights on how to implement responsible and sustainable business practices, align business goals with the SDGs, and craft actionable strategies for positive change.
- Develop customised leadership development programmes within your organisation to empower your employees. By designing and implementing such a programme tailored to equip others with the LEADING 2030 competencies, leaders are spreading learning opportunities focused on sustainability, ethical business practices, leadership skills, and effective goal alignment. By fostering these competencies within their organisations, leaders can ensure a culture of responsible and sustainable decision-making at all levels.
- Collaborate with industry associations and networks. As a leader, you should partner with industry associations, networks, and Non-Governmental Organisations dedicated to sustainability to access valuable resources, knowledge-sharing platforms, and collective efforts that support the integration of the LEADING 2030 competencies. Additionally, collaborations amplify the impact of individual efforts and contribute to business progress.
- Establish cross-functional sustainability teams or committees tasked with assessing and promoting sustainability initiatives across various departments within the organisation. These committees can be composed of representatives from different areas of expertise, fostering collaboration and enabling diverse perspectives to be considered when implementing the PP. This approach ensures a holistic approach to sustainable development by organisational leaders.

Getting inspired by best practices					
Key Area	Country	Best Practice	Inspirational potential		
			Average	High	Very High
Business Practices	Greece	Reduce the Consumption and Disposal of Single-use Plastics (SUP) - SUPMed Project			▲
		Heraklion Municipality HUB - Dimoskopio	▲		
		Women do Business	▲		
	Spain	Green Forest		▲	
		PRAE - Environmental and Educational Proposals	▲		
		Amigos de la Tierra (Friends of Earth)	▲		
Leadership	Cyprus	Digital Cyprus 2025	▲		
		Sustainable Development Committee			▲
		"Agia Skepi bio"	▲		
	Ireland	Musgrave Paving the Way for Sustainable Groceries			▲
		CAROs – Cross-Regional Climate Action Committees			▲
		Developing Ireland's Perspectives of the SDGs			▲
	Portugal	Reforestation of Serra do Acor forest			▲
		ODSlocal – Municipal platform on sustainable development goals			▲
		ZERO WASTE Movement for surplus food produced			▲
Sustainability	Estonia	Digitalization of public services		▲	
		Circular Economy in Manufacturing Initiative			▲
		Let's Do It Foundation			▲
	Germany	The Green Dot		▲	
		The circular way of water	▲		
		Tafel Dresden	▲		



4. Best Practices

The following best practices were collected from 7 different countries aiming to identify good examples of actions/projects in the public, private and third sectors within sustainability, business practices and leadership. Within this scope, the following definition was assumed:

Any intentional action, project or procedure that can be shared and disseminated representing a good, innovative and correct approach within the concept of sustainable development and the sustainable development goals. Ideally, good practices are inspiring ways to approach certain problems/challenges that produce an exceptionally positive outcome and/or mitigate particular negative effects.

Therefore, within each of the key areas, you can find the following concepts:

- **Sustainability** - actions related to reducing waste, promoting a circular economy and product reuse. It may focus on environmental, social and economic sustainability, ideally producing positive impacts on several domains, always considering a balanced use of resources and assets.
- **Leadership** - actions that resulted in the leadership (effective, perceived and/or socially accepted) of a specific process. This may be related to a highly innovative or disruptive approach to a certain problem or a good example of social responsibility, resulting in inspirational leadership and a mindset with a high degree of replicability to approach a problem.
- **Business practices** - business models/actions aligned with the SDGs, with a supported and focused approach to sustainable development, allowing for the economic development of a business without compromising the needs of future generations.

To increase applicability and inspiration, best practices cover three different areas, namely, private and public sector, and the third sector as well.

4.1. Best Practices - Estonia

4.1.1. Public sector

Bürokratt Programme Estonian Information System Authority (RIA)	Digitalization of public services																																		
 <p>REPUBLIC OF ESTONIA INFORMATION SYSTEM AUTHORITY</p>																																			
<p>The Bürokratt programme enables citizens and users to use public and information services with virtual assistants through voice-based interaction, avoiding waste of paper supplies of the traditional system and collaboration in the eco-friendly digitalization of the country. This programme is part of the Estonian government objective of facilitating a green digitalization of the public system. The Information System Authority (RIA) is responsible of its development.</p> <p>Bürokratt is not just an IT project to create an Estonian state virtual assistant. Instead, Bürokratt will allow a person to get everything needed from one device with a virtual assistant in one communication session. Bürokratt is thus an interoperable network of public and private sector AI solutions, which from the point of view of the user acts as a single channel for public services and information.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> It facilitates the accessibility of the public services— for everyone, at any place and time and through any limitation. It is socially inclusive and eco-friendly, being part of a bigger set of public Estonian projects for the improvement of the system. Reliable source of information, allows the user to choose the communication channel (chat, SMS, email, phone, voice assistant), free of charge. 	<ul style="list-style-type: none"> Takes a step further in the “digitalization” strategy; it is innovative. Takes principles to reduce inequality into the technology (breaking the barrier between social, environmental, and digital worlds). 																																		
Transferability potential	Implementation complexity																																		
<p>Low High</p> <p style="text-align: right;">▲</p>	<p>High Low</p> <p style="text-align: center;">▲</p>																																		
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<p>Objectives</p>	<p>The Bürokratt programme main objective is to act as a single channel for public services and information in Estonia. Nevertheless, other particularly important transversal objectives, as the reduction of inequalities, the improvement of the accessibility for all societal strata and the climate action fight are part of the global image from with this programme makes part of.</p>
<p>Justification</p>	<p>This project is within the frame a bigger initiative of the government of Estonia, which aligns with the current mindset of the Estonian society in general: the green digitalization. It is intended to digitalize all the public sector services, data, and workplan- using green energy sources, eco-friendly materials and civically inclusive protocols. In fact, Estonia is a leader in digitalising public procurement; Estonia is one of only four OECD countries with a full range of functions built into its e-procurement systems (OECD, 2021), and the link between digitalization and sustainability is evident.</p>
<p>Thorough description</p>	<p>The Bürokratt program is part of the objective of the Estonian government to facilitate the eco-friendly digitalization of their public system.</p> <p>The Information System Authority (RIA) is the one developing the Bürokratt programme. This governmental agency coordinates the development and administration of information systems ensuring the interoperability of the state's information system, organises activities related to information security, and manages the security incidents in Estonian computer networks.</p> <p>The programme Bürokratt itself enables citizens or users to use public and information services with virtual assistants through voice-based interaction. Bürokratt is not just an IT project to create an Estonian state virtual assistant, i.e. a user interface – although this may be necessary as an intermediate step. Instead, Bürokratt will allow a person to get everything they need from one device with a virtual assistant in one communication session. Bürokratt is thus an interoperable network of public and private sector AI solutions, which from the point of view of the user acts as a single channel for public services and information.</p>
<p>Implementation</p>	<p>The implementation of this type of assistance programs inside the whole public system is not easy in a national level. Main challenges are related to the novelty of the IA tools: still in development and difficult to fully control.</p> <p>On the other hand, this is a programme created specifically for the Estonian Public Service. The digital innovation is everywhere nowadays and there are millions of well-founded students and professionals working on this field. In a few years, the implementation facility will rise, so now is the moment for all national public services to plant the seeds and have a good digital infrastructure foundation, modernized but also socially inclusive.</p>
<p>Impact</p>	<p>The Bürokratt programme will grant better, greener accessibility to the public sector services to many Estonian citizens, which is its most important practical impact. However, this kind of programmes also send a message, breaking the usual barrier between social, environmental, and digital to overcome social inequalities.</p>
<p>Transferability potential</p>	<p>IA tools and gadgets are currently being studied by many specialists in the subject. Estonia is a small country in general lines, but after proving the efficacy and efficiency of this programme itself, its transferability potential is perfectly exposed. Even if it is a complex initiative to conduct, it is clearly worthy.</p>
<p>Funding and sustainability</p>	<p>Funding is mainly assured by the government of Estonia and the RIA national agency. There are also European funds dedicated to this initiative, especially since this is a whole plan to make the public services digital world more socially and environmentally inclusive.</p>

Sources and further information:
<https://www.ria.ee/en>
<https://www.oecd.org/gov/gov-at-a-glance-2021-estonia.pdf>
<https://e-estonia.com/carbon-footprint-of-estonian-digital-public-services/>
<https://e-estonia.com/estonia-a-european-and-global-leader-in-the-digitalisation-of-public-services/>
<https://www.ria.ee/en>
<https://e-estonia.com/story/>
<https://www.ria.ee/en/state-information-system/machine-learning-and-language-technology-solutions/burokratt>

4.1.2. Private sector

Estanc		"Circular Economy in Manufacturing" Initiative																																			
<p>Estanc is an Estonian company specializing in the design and manufacture of industrial stainless-steel solutions. It serves various sectors, including energy, oil and gas, food and beverage, and pharmaceuticals. Estanc is committed to sustainability and has implemented several initiatives to reduce its environmental impact.</p>																																					
<p>Why is this such a good practice?</p> <ul style="list-style-type: none"> Promotes resource efficiency within the manufacturing processes by adopting circular economy principles, such as waste prevention, recycling, and product life extension. Focuses on waste reduction and recycling throughout the manufacturing cycle by implementing measures to minimize waste generation and enhance recycling practices. Emphasizes product design for durability, reparability, and recyclability by creating products that are built to last and can be easily repaired or disassembled. Encourages collaboration with suppliers and partners to ensure the use of sustainable materials and responsible disposal of hazardous substances. 		<p>Lessons learned</p> <ul style="list-style-type: none"> The company has realized the importance of collaboration and engagement with suppliers, partners, and employees to drive circularity effectively. It has also recognized the need for continuous monitoring and assessment of manufacturing processes to identify further opportunities for waste reduction and resource optimization. 																																			
<p>Transferability potential</p> <p>Low High</p> <p>Low High</p>		<p>Implementation complexity</p> <p>Low High</p> <p>Low High</p>																																			
<p>Contribution to the SDGs</p> <table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td> </tr> <tr> <td>○</td><td>○</td><td>○</td><td>○</td><td>○</td><td>○</td><td>●</td><td>○</td><td>○</td><td>●</td><td>●</td><td>●</td><td>●</td><td>●</td><td>●</td><td>●</td><td>○</td> </tr> </table> <p>○ Reduced; ● Medium; ● High</p>				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	○	○	○	○	○	○	●	○	○	●	●	●	●	●	●	●	○
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Objectives	The main objectives of Estanc's initiative are to reduce waste generation, promote resource efficiency, and minimize the environmental footprint of its manufacturing operations. The company aims to implement circular economy principles, including waste prevention, recycling, and product life extension, to create a sustainable and efficient production cycle.
Justification	Estanc recognizes that traditional linear manufacturing models result in resource depletion, waste accumulation, and negative environmental impacts. By embracing circular economy principles, the company aims to conserve resources, minimize waste generation, and mitigate its ecological footprint. The initiative aligns with Estanc's commitment to sustainable development, addressing the urgency of responsible consumption and production.
Thorough description	The initiative involves the adoption of circular economy practices throughout Estanc's manufacturing processes. The company actively seeks ways to reduce material waste, increase recycling rates, and optimize resource usage. It focuses on product design for durability, reparability, and recyclability, aiming to extend the lifespan of its products. Estanc also collaborates with suppliers to ensure the use of sustainable materials and implements measures for the responsible disposal of hazardous substances.
Implementation	<p>The implementation of this type of assistance programs inside the whole public system is not easy in a national level. Main challenges are related to the novelty of the IA tools: still in development and difficult to fully control.</p> <p>On the other hand, this is a programme created specifically for the Estonian Public Service. The digital innovation is everywhere nowadays and there are millions of well-founded students and professionals working on this field. In a few years, the implementation facility will rise, so now is the moment for all national public services to plant the seeds and have a good digital infrastructure foundation, modernized but also socially inclusive.</p>
Impact	The "Circular Economy in Manufacturing" initiative has yielded substantial positive impacts. Estanc has significantly reduced waste generation by implementing waste prevention measures and enhancing recycling practices. The focus on product design for longevity has increased the lifespan of its products, reducing the need for replacements. The initiative has also helped Estanc streamline its operations, improve cost-efficiency, and enhance its reputation as a responsible and sustainable manufacturer.
Transferability potential	Estanc's "Circular Economy in Manufacturing" initiative presents a transferable best practice for companies operating in various industries. The principles and strategies employed by Estanc can be adapted and implemented by other manufacturing organizations seeking to reduce waste, improve resource efficiency, and transition to a circular economy model. The success of this initiative demonstrates the feasibility and benefits of circularity in manufacturing.
Funding and sustainability	The initiative's implementation costs are primarily covered by Estanc's internal investment, as it considers them part of its commitment to sustainability. The company recognizes the long-term economic benefits of resource efficiency and waste reduction. Additionally, Estanc seeks opportunities for collaboration and funding support through government programs, research grants, and partnerships with organizations focusing on circular economy initiatives.

Sources and further information:
<https://estanc.ee/>

4.1.3. Third sector

Let's Do It Foundation	"World Cleanup Day" Initiative																																		
<p>The Let's Do It Foundation is a non-profit organization based in Estonia. It aims to raise awareness about environmental issues and promote civic engagement in solving them. The foundation organizes various initiatives and campaigns to mobilize volunteers, communities, and governments to act for a cleaner and more sustainable world.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> Has significant global impact by mobilizing millions of volunteers across different countries to actively participate in cleaning up their local communities. Empowers individuals to take responsibility for their environment, creating a sense of ownership and pride in their communities. Raises awareness about waste pollution and its environmental consequences. Through educational campaigns and clean-up activities, it educates volunteers and the broader public. Encourages collaboration among diverse stakeholders, including governments, non-profit organizations, businesses, and volunteers. Is scalable and replicable, making it adaptable to various countries, regions, and communities worldwide. Demonstrates the scale and impact of citizen-led clean-up actions, it raises awareness among policymakers and encourages them to prioritize waste management and environmental protection. 	<ul style="list-style-type: none"> Through the World Cleanup Day initiative, the Let's Do It Foundation has learned valuable lessons. It emphasizes the importance of building strong partnerships with local communities, governments, and organizations to ensure the successful execution of clean-up actions. The use of technology platforms has proven instrumental in streamlining volunteer registration, data collection, and reporting processes. The initiative also highlights the significance of ongoing educational campaigns to create lasting behavioural change regarding waste management. 																																		
Transferability potential	Implementation complexity																																		
<p>Low High</p>	<p>Low High</p>																																		
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Objectives	The main objectives of the World Cleanup Day initiative are to raise awareness about waste management, mobilize volunteers for clean-up actions, and foster a sense of responsibility for the environment. The initiative strives to engage communities, government bodies, and organizations to participate in coordinated clean-up events across the globe.
Justification	Waste pollution is a global environmental challenge with adverse effects on ecosystems, public health, and the aesthetics of cities and communities. The World Cleanup Day initiative addresses this issue by fostering collective action and raising awareness about responsible waste management. It encourages citizens to take ownership of their surroundings, promoting a sense of civic pride and social responsibility.
Thorough description	The World Cleanup Day initiative involves organizing large-scale clean-up events in various countries, where volunteers come together to collect and properly dispose of litter and waste in their local communities. The Let's Do It Foundation provides guidance, resources, and a global network of partners to facilitate the organization of these clean-up actions. The initiative utilizes technology platforms to connect volunteers, track progress, and share data on the waste collected.
Implementation	The Let's Do It Foundation works in collaboration with local organizers, volunteers, governments, and NGOs to implement the World Cleanup Day initiative. The foundation provides guidance and support to local organizers, helping them plan and execute clean-up events effectively. Technology platforms, such as interactive maps and mobile applications, are employed to facilitate volunteer registration, waste data collection, and reporting.
Impact	The World Cleanup Day initiative has achieved significant impact since its inception. It has mobilized millions of volunteers worldwide, leading to the collection and proper disposal of tons of waste. The initiative raises awareness about waste pollution and encourages behavioural change by promoting responsible consumption, recycling, and waste reduction. Additionally, the initiative fosters community engagement and collaboration, strengthening social cohesion and environmental consciousness.
Transferability potential	The World Cleanup Day initiative offers a highly transferable best practice for non-profit organizations and communities worldwide. The principles and methodologies employed by the Let's Do It Foundation can be adapted and replicated in different countries and contexts. The initiative's success demonstrates the potential for collective action, citizen engagement, and global collaboration in addressing waste pollution and achieving sustainable development goals.
Funding and sustainability	The Let's Do It Foundation relies on a combination of funding sources to support the World Cleanup Day initiative. It secures financial support through sponsorships, grants, donations, and partnerships with corporations, philanthropic organizations, and governmental bodies. Additionally, the initiative benefits

Sources and further information:
<https://letsdoitfoundation.org/>

4.2. Best Practices - Germany

4.2.1. Public sector

Stadtentwässerung Dresden	The circular way of water																																		
<p>The Stadtentwässerung Dresden, as part of the Dresden municipality, is an important player in the treatment and circularity of water. This facility provides services on wastewater treatment, environmental analysis and the planning and construction of wastewater facilities.</p> <p>Its operations include a 1.850 km long sewer network and the central sewage treatment plant in Dresden-Kaditz, with an operation area that extends beyond the city limits of Dresden, reaching 690.000 customers in the region of Eastern Saxony. The facility uses waste products (sewage sludge, bio waste or rainwater) to produce gas and up to 17.000 MWh of electricity, supplying up to 80% of its energy needs.</p> <p>It developed and improved wastewater treatment infrastructure imagery to a wastewater treatment park - an industrial plant where also a park can be found, and where old and new architecture is harmoniously embedded. There are also native dry and wet biotopes, as well as protected plants and animals, a wild bird sanctuary, and a small lake landscape with water-theme-related installations. This allowed a transformation of the perception of the functional facility for wastewater treatment into a green oasis for all Dresdeners and visitors.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> • Its contribution to protection of the environment and continuous development process to achieve autarkic goals regarding use and production of energy. • Making the waste management circular and perceptible and, therefore, more easily acceptable. • Turning waste into an energy generating resource. • Resorts to a holistic approach using a broad spectrum of technology to uplift efficacy. • Its educational value, through the Aquamundi laboratory for school students as an integral part of the facility 	<ul style="list-style-type: none"> • Initial waste management and wastewater treatment can turn into an environmental interactive project. • Environmental projects can serve as a source for education and as sustainable business model for municipalities. • It is possible to embed wastewater treatment activities with ecologically relevant resources. 																																		
Transferability potential	Implementation complexity																																		
<p>Low High</p>	<p>High Low</p>																																		
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Objectives	The circular way of water aims to protect the environment and to continuously develop processes that aim to achieve municipal goals regarding the use and production of energy aligned with the SDG. The "correct" water use relates to several SDGs and intends to make waste management and circularity more perceptible and easily accepted. Finally, turning waste into an energy source improves efficiency, and its comprehensive approach promotes a broad spectrum of technologies that uplift efficiency.
Justification	<p>Water reuse is essential to any sustainability strategy, making it relevant to understand how water that has been used can be treated and reused, thus reducing the pressure on the environment and water resources. For this reason, Stadtentwässerung Dresden has taken on the task of recycling wastewater from the central sewage treatment plants, for example, so that it can flow into the Elbe in a purified state, and filtering sludge and sand to be disposed of in an environmentally friendly manner.</p> <p>By processing water, sludge, and other related products, the company also produces energy from renewable sources, reinforcing circularity and sustainability.</p>
Thorough description	<p>The Dresden water treatment systems provide a differentiated approach to wastewater and the possibilities of water reuse and circularity. By putting in place an infrastructure capable of treating wastewater in a way that ensures its reuse for adequate uses and even energy production through sludge processing, this system reduces the pressure of conventional water sources. Apart from the treatment of wastewater, reducing environmental impacts and the pressure over water systems, it shows the commitment to circularity and more efficient resource use.</p> <p>Despite the need for dedicated and advanced infrastructure, this shows a social and environmental commitment to efficiency and sustainability, applied to a much-needed resource, used daily by families, companies and ecosystems.</p>
Implementation	<p>Many neighbouring municipalities and special-purpose associations channel their wastewater to Stadtentwässerung Dresden or entrust it with multi-year operational management tasks. This makes the company responsible - far beyond the Dresden area - for future-proof and affordable wastewater disposal. The company is also increasingly successful in the field of renewable energy generation by building on modern and environmentally friendly models that help expand this area.</p> <p>With new project ideas, like self-sufficient-energy sewage treatment plants or generating heat from water, the company is making sustained efforts to use energy in an environmentally friendly way, contributing to a sustainable and healthier planet.</p>
Impact	<p>This practice is having a positive impact by removing sludge and sewers, wastewater purification and the environmentally friendly disposal of sludge, sand and rubbish.</p> <p>Therefore, the Dresden City drainage makes a long-term and promising contribution to the environment and climate protection by using water as a resource and its purification/reprocessing efficiently and sustainably and also generating energy for self-consumption.</p>
Transferability potential	<p>The modern Dresden-Kaditz sewage treatment plant is a contact point for many delegations from home and abroad. It develops solutions for many regions where there is inadequate drinking water supply and wastewater disposal.</p> <p>In that case, such countries need to understand the importance of the correct use and cleaning of water systems to protect natural resources in a long-term perspective for the people who live in regions with poor water recycling systems. However, the implementation of such solutions demands relevant investments that may be difficult to reach for some regions or countries.</p>
Funding and sustainability	On the one hand, Dresden's urban drainage is financed by the municipality, which collects money through taxes from private households and companies. On the other hand, the company finances itself through tenders and international projects with partners from various countries. These measures ensure the company's sustainability, making it possible to implement its sustainability strategies and processes.

Sources and further information:
<https://www.stadtentwaeserung-dresden.de/>
<https://www.stadtentwaeserung-dresden.de/wasserwelten/schuelerlabor-aquamundi/>
<https://www.youtube.com/watch?v=p4q0otUjmgE>

4.2.2. Private sector

Duales System Deutschland GmbH	Der Grüne Punkt (The Green Dot)																																		
<p>The Green Dot was founded in 1990 as the first dual system of its kind worldwide. Since 1991, it has been providing a nationwide collection of used sales packages and getting raw materials from them for the closed-cycle economy. To liberate industrial firms and retailers from their individual take-back and recovery obligations under the German Packaging Ordinance, the Green Dot established a second (dual) disposal system besides the public-sector waste disposal service.</p> <p>The Green Dot is worldwide protected and one of the most widely used trademarks. In many countries, it is used as a financing symbol for packaging recycling. The Green Dot is also a founding member of the European Grüner Punkt umbrella organization PRO Europe.</p>																																			
<p>Why is this such a good practice?</p> <ul style="list-style-type: none"> It shows that private initiatives can combine business and combating environmental issues using sustainable methods, and that circularity can be part of a successful business model. There are two ways to adopt this model: joining the project by purchasing a licence or by setting up a similar project at the local/national or international level. 	<p>Lessons learned</p> <ul style="list-style-type: none"> Waste as a resource is important and can be valued and reintroduced into the supply chain. The Green Dot model is a business model for recycling and waste management, reducing environmental impacts. It can be joined by any organisation/company/business producing or using packaging. 																																		
<p>Transferability potential</p>	<p>Implementation complexity</p>																																		
<p>Contribution to the SDGs</p>																																			
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<p>Objectives</p>	<p>The Green Dot provides a positive input to sustainable development by looking at reusable materials and the circular economy. It also promotes awareness by combining the business sector with environmental concerns. It demonstrates how sustainable activities can be developed by working with different used materials/waste by (private) households.</p> <p>Nowadays, it presents modern ways of recycling and managing waste, ultimately contributing to a positive state of the environment.</p>
<p>Justification</p>	<p>To liberate industrial firms and retailers from their individual take-back and recovery obligations under the German Packaging Ordinance, the Green Dot established a second (dual) disposal system besides the public-sector waste disposal service.</p> <p>As the first system of its kind worldwide, it has since 1991 been providing a nationwide collection of used sales packages and obtaining raw materials from them, inputting to the closed-cycle economy.</p>
<p>Thorough description</p>	<p>Collective waste management is essential to ensure environmental quality and prevent negative effects on biodiversity, nature and our daily surroundings. In that case, the Green Dot is an essential mechanism to manage reusable materials, reducing waste and increasing circularity. Nowadays, the Green Dot is a leading provider of take-back systems and one of the most widely used trademarks and a protected brand. The green dot ensures that raw materials are not wasted and can be reused, ensuring not only a closed circular economy but also a more sustainable economy.</p>
<p>Implementation</p>	<p>One of the biggest challenges is to raise awareness among the population of the importance of waste separation, unnecessary packaging consumption and correct disposal. It still happens that consumers do not pay proper attention to waste separation or do not understand the usefulness of this practice.</p> <p>To counteract these, the Green Dot draws attention to itself through advertising campaigns as part of global sustainability strategies and can therefore reach consumers more frequently. Other economic sectors of the Green Dot can be mentioned as a further success factor, such as markets metals, glass, plastics, and other materials, mainly obtained from post-consumer collections. It also develops new methods and ways of recycling the different materials. The Green Dot specifications for sorted recyclable materials from household collections set the standard for the entire industry. Using this data, the audit teams of The Green Dot monitor the quality of the raw materials provided.</p>
<p>Impact</p>	<p>The Green Dot creates awareness for proper packaging disposal and waste separation and develops awareness about unnecessary packaging consumption through own or incorrect disposal. This is an example that shows that environmental protection and entrepreneurship can work together, reducing environmental impacts of the production/consuming processes, by ensuring correct waste management.</p>
<p>Transferability potential</p>	<p>It is important to show the enormous contribution proper waste separation and disposal of packaging has on the environment. Even though there is a waste disposal system in many countries, there is still little education work being carried out locally, resulting in reduced attention to the consequences of incorrect waste disposal. For this reason, there should be more cooperation between environmental protection measures and waste management companies in other countries to establish common guidelines. In addition, it would make sense, as in this case, to learn from other countries that have already developed successful waste management methods for themselves to find improvement areas to work on.</p>
<p>Funding and sustainability</p>	<p>The Green Dot pictogram can be found on many recyclable packages and confirms participation in a so-called Dual System, which is a privately run recycling and disposal system that was set up alongside public waste disposal to handle the packaging waste. The whole system is financed by (i) the supply service provider, paid by municipal waste levies, and (ii) it also relies on the producers themselves. Since the introduction of the European Packaging Directive, every supplier who brings his goods to the consumer in packaging must participate in a dual system and pay levies to finance the disposal of the waste.</p>

Sources and further information:
<https://www.gruener-punkt.de/en/>, <https://www.youtube.com/watch?reload=9&v=oyk48Y1x0c>, <https://www.youtube.com/watch?v=yjuooq8kzA>

4.2.3. Third sector

Tafel Dresden e.V.	Tafel Dresden (Foodbank)																																			
<p>The first German food bank was founded by the initiative group Berliner Frauen e.V. in Berlin in 1993 to improve the situation of the city's homeless. A member of the group, inspired by the New York City Harvest system, suggested the idea of collecting food that is "surplus" according to the laws of market logic and passing it on to people in need and social institutions, which was a simple and effective process.</p> <p>In the past 30 years, food banks have developed into the largest social movement of our time, rescuing food and passing it on to socially disadvantaged people. A role model far beyond the country's borders: "Feedback" in Cape Town, South Africa, a food bank in Sidney, Australia, the Wiener Tafel in Austria and the Swiss Tafeln were founded based on the German model.</p> <p>The Tafel Dresden association was founded on 7 March 1995, and nowadays it has involved about 200 volunteers, those being its main workforce.</p>																																				
Why is this such a good practice?	Lessons learned																																			
<ul style="list-style-type: none"> Tafel Dresden distributes around 2.500 tonnes of food yearly, supplying around 5.000 people weekly via food shops and distribution points. Tafel Dresden also offers direct deliveries to social institutions, old and sick people, and people with disabilities. It involves actors of the local community and prevents food waste. 	<ul style="list-style-type: none"> This is only the beginning of a path towards more sustainable use of food and prevention of food waste. The figures show that the contribution made by the food bank is far from sufficient: 265.000 tonnes of food are saved by the food bank every year, but 18 million tonnes are still thrown away. Goal 12.3 of the 2030 Agenda for Sustainable Development states that global food waste should be halved by 2030. The food banks have been drawing attention to this issue with campaigns to reduce food waste. 																																			
Transferability potential	Implementation complexity																																			
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<p>Objectives</p>	<p>Tafel Dresden strives to collect food of impeccable quality that would otherwise end up in the rubbish and distribute it to the socially and economically disadvantaged for a symbolic amount. It supplies around 5.000 people each week via food shops and distribution points, also offering direct deliveries to social institutions, old and sick people, and people with disabilities. It involves actors of the local community and prevents the waste of food.</p> <p>This best practice example symbolises also a meeting point for people, according to the values of sustainability, justice and loyalty. It assumes social responsibility and advocates the sustainable use of food, not being guided by any political orientation but only by the higher goal of offering help to as many people as possible.</p>
<p>Justification</p>	<p>In Germany, as in many other countries, many tonnes of food are wasted daily, even though they would still be edible and in good condition. At the same time, there are millions of people lacking basic foodstuffs. The Tafeln try to compensate for this by collecting food in good condition and forwarding it to the disadvantaged.</p>
<p>Thorough description</p>	<p>The Tafeln, a private aid organisation founded in Berlin, ensures that food that is still good and edible is not senselessly wasted. At the same time, many people in Germany are lacking basic foodstuffs. This way, the Tafeln fills a gap by distributing the food they have saved to those in a socially disadvantaged position.</p> <p>Another positive contribution made by the Tafel is a meeting place for many people from different backgrounds, who can come together at the Tafel and exchange ideas. In this way, this aid organisation also contributes to social participation and empowerment. Furthermore, through their commitment, the food banks make a sustainable and economic contribution to the 2030 Agenda by advocating a socially responsible approach to food.</p>
<p>Implementation</p>	<p>Probably one of the biggest challenges of the food banks is to distribute the rescued food equally to all its users, as there is usually barely enough food to provide everyone with the same amount. Furthermore, it is a hurdle to convince grocery shops to donate their still edible products to the food bank instead of throwing them away according to food regulations.</p> <p>Nevertheless, the food banks are a success because they take care of the nutritional needs of many people in need of help and also offer courier services for the elderly and the weak who are limited in their mental and physical mobility.</p>
<p>Impact</p>	<p>Nowadays, food banks are found throughout the world. Therefore, their effects are already being felt worldwide, saving non-perishable food, saving resources and increasing awareness regarding food consumption. People are shown, regardless of their social situation, what they can still consume without being influenced by the best-before date. In contrast, considering the social aspect, the food bank connects people who are in similar situations and creates a feeling of togetherness and solidarity. The reduction of hunger thus contributes to sustainable development.</p>
<p>Transferability potential</p>	<p>This best practice has already transferred to cities like Sydney and Vienna, as well as other cities in Germany. The food bank is a good example of how to deal with food and its resource-saving consumption, justifying the fact that many cities around the world have recognized the importance of these actions.</p> <p>However, there is still room to raise awareness of the fact that food rescue affects the environment and one's own private life and society. Therefore, this topic should be publicized in the media, which can lead to more initiatives and commitment in other countries and regions.</p>
<p>Funding and sustainability</p>	<p>Even if, on certain sub-areas, it receives financial support from the federal and state governments (a very low amount), the Tafel is a private aid organization.</p> <p>The food bank is therefore heavily dependent on donations and local help. Costs arise from shop rent, transport vehicles, fuel and, last but not least, permission to pick up groceries. To be able to help others, the food bank itself is dependent on help, which requires an articulated approach from local stakeholders and networks.</p>

Sources and further information:
<https://www.tafel.de/>, <https://www.tafel-dresden.de/>
<https://www.bing.com/videos/search?q=tafel+video&view=detail&mid=C308CF50C8D7BA098D5FC308CF50C8D7BA098D5F&FORM=VIRE>

4.3. Best Practices - Spain

4.3.1. Public sector

Environmental and Educational Proposals	Environmental Resource Center																																		
<p>The Environmental Resource Centre is a reference on disseminating new trends and challenges in environmental management, sustainability, environmental education and citizen participation, increasing awareness for sustainability-related matters.</p> <p>Being an eco-efficient and bioclimatic building, designed and constructed according to the principles of sustainability, applied to all phases of the project, it is an example of sustainability and an inspiration source for other similar initiatives.</p> <p>Sustainability has been framed as a whole, and energy saving and reduction in water consumption have been the most important challenges faced when developing the centre, which illustrates the concerns of public entities with these matters, sending a positive signal to all community regarding sustainability and the shift toward more efficient use of resources.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> It is an environmentally friendly building that can visited and experienced by all. It spreads environmental awareness to the community and a positive message regarding sustainability. It received the Award for Sustainable Building in the Castilla y León region, which increased its notoriety. It was selected to represent Spain in the World Conference "Sustainable Building Challenge 08", which framed a collective identity. 	<ul style="list-style-type: none"> It shows that sustainable buildings are possible and an existing reality nowadays. Integrating environment-related educational resources in an eco-efficient building enhances its impact, increasing its notoriety and generating a positive awareness cycle. It is essential to have sustainability integrated into local and regional references, incorporating local values and boosting different kinds of social activities. 																																		
Transferability potential	Implementation complexity																																		
<p>Low High</p> <p style="text-align: center;">▲</p>	<p>High Low</p> <p style="text-align: center;">▲</p>																																		
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Objectives	<p>The Centre was conceived as part of social, technical and educational resources envisaged to allow enjoyment, and experimentation and to improve environmental awareness.</p> <p>This way, it aims to increase awareness of the need for greater sustainability in all communities, presenting itself as an example of the efforts necessary to achieve sustainable development.</p>
Justification	<p>In a context in which environmental challenges, such as soil consumption and erosion, climate change or excessive consumption of natural resources, are reaching relevant levels, the need to involve the community to think about and resort to more sustainable behaviours is essential.</p> <p>The Centre can be considered a reference for sustainability, both for the used building constructions and the actions and training it hosts and promotes.</p>
Thorough description	<p>The Centre hosts an Environmental Education and Interpretation area, as well as an administrative and multifunctional area, such as an assembly hall. The Centre is eco-efficient as its design and construction incorporate bioclimatic and sustainability principles.</p> <p>The building is an emerging and transparent prism designed with a semi-buried ground floor that reduces its impact on the environment and its surroundings. Concrete and thermal efficient clay were used on the walls, as well as recycled paper cellulose fibre as insulation, allowing relevant energy savings, complemented by the general cooling-radiant floor air conditioning system that uses solar thermal energy, reducing the energy use for heating or cooling.</p> <p>The illumination resorts to low-consumption lamps and a management system that regulates the luminous flux depending on the needs.</p> <p>The car park is partially hidden between native vegetation and pergolas made with photovoltaic solar panels that provide the building with the necessary energy, and the surplus is incorporated into the general network, made available for other users and needs.</p> <p>The surroundings of the building have a drainage system that allows the capture and collection of rainwater and its filtration through collectors and pipes for its subsequent reuse for all types of uses except human consumption.</p>
Implementation	<p>Saving energy and reducing water consumption were the most relevant challenges faced by the project.</p> <p>The Centre has been awarded the first Castilla y León Sustainable Building Award, convened by the Castilla y León Construction Institute and the Ministry of Development. It has also obtained the prestigious Green Seal certificate awarded by the Green Build Challenge (GBC) and was selected to represent Spain at the World Conference "Sustainable Building Challenge 08", held in September in the Australian city of Melbourne, as an example of sustainable construction of a non-residential building.</p>
Impact	<p>The most notorious impacts of the Centre are the generation of community awareness about sustainable constructions as well as the involvement of the community involvement in educational and social activities of the Centre.</p> <p>It should be noted that all activities held and developed by the Centre have a low environmental impact due to its eco-efficient and bioclimatic features. Furthermore, the Centre is nowadays a reference point for the dissemination of all matters related to sustainability, providing a positive boost towards sustainability, environmental education and citizen participation.</p>
Transferability potential	<p>The methodologies, techniques and, above all, the philosophy underlying the construction of the Centre can be applied in other places or countries with the necessary adaptations according to the characteristics of the context.</p>
Funding and sustainability	<p>The Centre is a facility that belongs to the Castilla y León Region, which means that it is supported by the region and by the activities and services offered.</p>

Sources and further information:
<https://pracyl.es/que-es-el-prae/que-es-el-prae-descripcion>

4.3.2. Private sector

Green Forest	Green Forest Brand																																		
 Green Forest®																																			
<p>The Green Forest (GF) brand differentiates by having a sustainable approach to fashion, also ensuring the adoption of fair-trade criteria and principles in its business model. This follows a social compromise between suppliers and consumers on which sustainability and long-term use of products are key aspects, providing an alternative to “fast” fashion and product wear.</p> <p>Its approach to sustainability involves social, environmental and economic matters, by ensuring that all processes used in manufacturing and commercialization comply with high standards about human rights, and also by causing a positive impact on society, promoting reforestation initiatives.</p> <p>To ensure notoriety and further push for change, it engages in several networks relating to sustainability principles, reflecting the relevance of partnerships and their associated positive impacts.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> The GF brand implements sustainable practices and carbon footprint mitigation actions in a sector with a significant role in resource consumption and short use cycles of products. It focuses on workers' well-being as an added value element to its business, ensuring the visibility and active role of good working conditions. It supports the local economy and provides a positive impact by promoting local actions, such as reforestation initiatives supported by customers. 	<ul style="list-style-type: none"> It shows that there can be a sustainable approach to fashion, resulting in a positive impact on all elements involved in the business (raw materials, workers, customers and local communities). The customer is directly involved in the reforestation program, reinforcing social responsibility and involvement in sustainability and environmental quality. It resorts to an efficient supply chain, taking the best out of regional characteristics. Cotton, an essential raw material for fashion, is highly water demanding. However, its impacts can be reduced if sustainable production is located within strategic regions where rain is abundant enough to sustain cotton production. 																																		
Transferability potential	Implementation complexity																																		
<p>Low High</p> 	<p>High Low</p> 																																		
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Objectives	The GF brand was born with the clear objective of being a vehicle for social and environmental transformation through sustainable fashion. Its founders and workers have projected their values and principles in the form of clothing, such as t-shirts, shirts and sweatshirts. It also embeds a different way of understanding life, art and fashion. This way, a business with a different background was developed, also spreading a message of sustainability, conservation of biodiversity and respect for people.
Justification	Green Forest started in late 2017, positioning itself as an alternative production model to conventional textiles. Their founders are engaged in nature and concerned about the current situation on climate change, reflecting their position on their fashion products, and involving their customers in environmental actions.
Thorough description	<p>GF is a brand of sustainable fashion. To ensure that all production processes comply with a demanding sustainability framework, the brand takes care of each step in the elaboration, production and shipment of its products, ensuring reduced environmental impact.</p> <p>Their concept aims to change the way of dressing, be transparent and make people aware of the impacts behind each label. The production supports factories in India to help them work in dignified and safe conditions, generating a positive social impact. This also allows GF to have sustainable agriculture and techniques to produce the materials used in their business.</p> <p>For each ecological shirt, ecological t-shirt or sustainable and ecological sweatshirt that is sold, a tree is planted and taken care of, compensating for the CO2 emitted by the garment due to its maintenance (like washing and ironing). In addition, GF carries out their own reforestation, collaborating with town halls, NGOs and companies dedicated to this action, creating partnerships and networks mostly focused on environmental quality.</p>
Implementation	<p>The GF business faced some challenges during its implementation phase. Other than the natural constraints of starting a business from scratch, the main focus of the brand is on the behavioural change of the fashion community. This implies the capacity to communicate proactively, creating engagement and justifying the need for business with a different background.</p> <p>Nowadays, there are already notorious effects of the brand's implementation. Its workers have their well-being looked after, ensuring good working conditions, and sustainability principles are reflected in all business stages, from production to sale. Ultimately, GF, other than having found its sustainability, contributes to sustainable development as well.</p>
Impact	The main impacts of the GF brand relate to social and environmental dimensions. By ensuring its worker's well-being, implementing sustainable techniques to produce their raw materials, supporting the local economy, encouraging respect, equality and environmental awareness of the community it has provided positive input towards sustainability and several SDG targets. In addition, the mitigation of the carbon footprint by their reforestation programme is also to be valued. The 10.500 planted trees have helped to recover several forest areas in Spain.
Transferability potential	The GF philosophy can be applied in other businesses. There are no geographical or cultural barriers to implementing a sustainable fashion business. On the other hand, its reforestation programme and positive communication towards sustainability and climate change can inspire related businesses to have a greater role in sustainable development.
Funding and sustainability	The main sources of funding are the customers that purchase the brands clothes. Marketing strategies, educational activities and the use of social media are key aspects to keep the costumers and the community engaged, also contributing to sustainability.

Sources and further information:
<https://greenforestwear.com/>

4.3.3. Third sector

Amigos de la Tierra (Friends of Earth)	Overconsumption and the climate crisis campaign																																		
<p>The Friends of the Earth (FoTE) is an ecological association that intends to increase awareness of sustainability and ecological balance by sharing key data about overconsumption and its environmental impact. Ultimately, by making overconsumption impacts more notorious, it is intended to set a baseline from which engagement actions are developed, promoting behavioural shift, leading to improved and efficient use of resources by all society.</p> <p>This approach implies creating visibility and awareness on several interconnected sustainability matters, such as climate change and action. By doing so, this campaign provides relevant information and documental sources to be used by stakeholders in increasing their knowledge and accountability on the efficiency of some processes and consuming processes.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> Provides community members with awareness and knowledge about the causes and impacts of overconsumption, making everyone's role and possible contributions clear. It stimulates the community's involvement to act by developing critical thinking and increasing collective responsibility and accountability. It allows access to learning contents and relevant documental resources that may help improve behaviours and social awareness. 	<ul style="list-style-type: none"> Everyone can have an active role in demanding sustainability and promoting environmentally friendly behaviours. The community can support climate action campaigns and adopt more sustainable behaviours, increasing the accountability of local, regional and national stakeholders. It is essential to be critically aware of what we, as a society, consume and to stimulate responsible buying (thinking twice before buying goods/services by asking: do I really need it? And for what?) 																																		
Transferability potential	Implementation complexity																																		
<p>Low High</p>	<p>High Low</p>																																		
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<p>○ Reduced; ● Medium; ● High</p>																																			

<p>Objectives</p>	<p>The campaign's main objective is to spread awareness about the impact of overconsumption on the environment and the whole society. It also aims to encourage behavioural change by providing impacting information and documental sources to promote knowledge dissemination with different targets and depth levels, pushing further for sustainability in a knowledge-supported way.</p>
<p>Justification</p>	<p>Most societies' living standards nowadays are based on an expected continuous growth, mainly supported by consumption. This leads to an overwhelming extraction of natural resources to support production and consumption, generating significant waste amounts, which does not reflect the principles of sustainable development. This campaign reflects on this matter, showing how it is entrenched in our way of life and how difficult it can be to try and move away from it. However, by identifying its downfalls, and the fact that it does not ensure equity or sustainability, also endangering environmental quality is presented as a motivation to promote change and gradually increase the sustainability factor in our daily activities and societies.</p>
<p>Thorough description</p>	<p>The "Overconsumption and Climate Crisis" campaign was initiated by FotE NGO to address the community and the policymakers on overconsumption and climate change. By establishing a link between these matters, it pushes for decision-making and concrete actions to reduce overconsumption, impacting positively on climate change and resource use.</p> <p>It resorts to facts and relevant qualitative and quantitative data about overconsumption, spreading its message using several communication tools, such as its website, social media channels, and also physically by the NGO members and volunteers. By using adapted channels to its target audiences, FotE is having an increasing impact on society, ultimately pushing for steady changes towards greater sustainability.</p>
<p>Implementation</p>	<p>The FotE actions and campaigns have been mostly implemented by disseminating knowledge and gathering visibility to the overconsumption impacts. It approaches different target audiences by using different communication channels. By trying to involve the younger generations, it expects to have a continuous impact and produce long-term effects on the behavioural change and accountability of policymakers and social and economic stakeholders.</p>
<p>Impact</p>	<p>The FotE campaigns have been achieving some success. By increasing critical thinking about the real needs behind consumption patterns, FotE is promoting community awareness about the challenges and impacts of overconsumption of goods and services. In turn, this is leading to a greater involvement of community members and policymakers on climate change-related matters.</p> <p>Even if some challenges remain, like the need for further behavioural change and for more measures to be adopted at the different levels (local, regional, national, European), these campaigns are helping everyone to take a step towards social, economic and environmental sustainability.</p>
<p>Transferability potential</p>	<p>There is relevant transferable potential in this practice due to its flexibility and adaptability. In fact, it can be adapted according to the environmental context, culture and political baseline of the community. The main triggering effect is the understanding that actual development models have reduced sustainability, which leads to the need to change behaviours and adapt to a development pattern on which sustainable development is the main focus.</p>
<p>Funding and sustainability</p>	<p>This is an ongoing campaign, maintained continuously visible through the website, social media and physical events of FotE. This campaign is being supported by the associated members of the NGO and its donors. It has been gradually implemented with the help of the municipalities and other local stakeholders, which helps to share its costs.</p>

Sources and further information:
<https://www.tierra.org/sobrecoste-y-crisis-climatica/>
<https://tierra.org/sobrecoste>

4.4. Best Practices - Greece

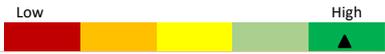
4.4.1. Public sector

Heraklion Municipality	Dimoskopio HUB																																		
<p>The Heraklion Municipality's HUB "Dimoskopio" is an innovation and entrepreneurship centre created in 2018 to help Heraklion shift into a "Smart City", stimulating local interdependencies and synergies.</p> <p>To do so, infrastructures to boost social and entrepreneurial cooperation are provided, increasing the foundations for new partnerships to be created and to strengthen existing ones.</p> <p>One of Dimoskopio's foundational dimensions is the Democratic Dialogue framework, where all relevant parties are to be involved and have an active role within the municipality's partnerships and networks. This means that the Dimoskopio is, nowadays, one of the main structures and organisations of Heraklion City, providing partnership opportunities and increasing stakeholder involvement in several work areas, ranging from the social to the business dimensions.</p> <p>Promoting the entrepreneurship culture in the city, and especially amongst younger generations, innovation, developing capacities for SMEs, and promoting democratic dialogue can be considered the main motivations of Dimoskopio, ultimately leading Heraklion to a more sustainable and interconnected city, on which mutual responsibilities are understood and shared constructively.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> Dimoskopio provides dedicated infrastructures for entrepreneurship and innovation, especially among younger people. It offers free-of-charge capacity development for entrepreneurs based in Heraklion city, providing steering and guidance by professionals. It promotes practices that can be specifically related to SDGs. 	<ul style="list-style-type: none"> Local authorities are key in promoting entrepreneurship and an innovative mindset among citizens, launching the necessary basis for a more sustainable path on which partnerships and collective cooperation are essential to generate a positive development cycle. The large-scale dissemination and promotion effect that local authorities can reach, based on the first level of governance and proximity to citizens is an effective tool to increase awareness and engagement. On the other hand, Local Authorities – especially because they are within the public sector sphere – might face bureaucratic obstacles that may hinder and slow down these processes, making them less attractive to the private sector. 																																		
Transferability potential	Implementation complexity																																		
<p>Low High</p>	<p>High Low</p>																																		
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<p>Objectives</p>	<p>The Dimoskopio’s objectives are to improve the entrepreneurship culture in Heraklion City, supporting those who aspire to create their own business. To do so, consultation and practical knowledge are offered, as well as special conditions for newcomers to start and maintain their businesses, such as free job spaces.</p> <p>Furthermore, those involved in Dimoskopio take part in a democratic dialogue space for crucial local issues related to entrepreneurship and other sectors as well, increasing their involvement with local and regional matters, which may help them steer their business development and innovate according to local needs and expectations.</p>
<p>Justification</p>	<p>With the creation of this HUB, the Heraklion local authorities intended to provide a boost to local citizens, by improving conditions related to entrepreneurship and stimulating innovative careers and approaches.</p> <p>At the same time, it created a platform to increase physical and social networking, strengthening the collaborative spirit and creating potential opportunities for cooperation between institutions and citizens.</p>
<p>Thorough description</p>	<p>Upon its creation in 2018, Dimoskopio Hub intended the fill the gap in the availability of cooperation facilities, on which citizens would find support to develop their own businesses and improve their social capacity.</p> <p>On this matter, 3 main service types are available for Heraklion residents i) consultation services on entrepreneurship support, ii) networking possibilities, including participation of beneficiaries in innovation contests, entrepreneurship workshops, career days and mentoring and consultation of business missions and iii) promotion of Democratic Dialogue for the planning and implementation of cooperation and networking amongst businesses.</p> <p>Within this framework, Dimoskopio offers mediation and coordination services of talks and negotiations for complex social and business issues in the city.</p>
<p>Implementation</p>	<p>The Dimoskopio’s implementation has faced some relevant challenges, such as the impacts resulting from the COVID-19 pandemic season, which caused no events and meetings to take place.</p> <p>Nevertheless, the creation of a physical infrastructure in which sustainability is ensured by its public nature, allowing for the involvement of policymakers that can help solve the challenges entrepreneurship is facing through legislative actions reflects the relevance of the services made possible by Dimoskopio.</p>
<p>Impact</p>	<p>The main impact of “Dimoskopio” is the reinforcement of the development capacity of SME owners or start-uppers. This support is offered free of charge, reducing the gap and inequalities amongst citizens, and giving opportunities for more people to develop their careers and professional prospects.</p> <p>The training offered covers, among others, issues such as responsible entrepreneurship for SMEs, personal branding workshops, family business succession and financial knowledge for SMEs and small shops.</p>
<p>Transferability potential</p>	<p>The transferability potential of this practice can be high, as these public sector business-support units are common in many European countries. These kinds of structures can be managed by Chambers of Commerce and Industry, but also by Local Authorities with thematic expertise. The fact that Local Authorities are on the governance level closer to citizens has high relevance in ensuring that the full potential of said structures is achieved by adapting it to local needs and expectations.</p>
<p>Funding and sustainability</p>	<p>Dimoskopio’s sustainability is ensured by the Municipality, which provides the necessary funding for all functionalities to operate. This means that services such as training, mentoring and capacity building are free of charge for beneficiaries.</p>

Sources and further information:
www.dimoskopio.gr

4.4.2. Private sector

<p>SUPMed Project</p>	<p>Pilot project in Crete: Elounda Palm Hotel & Suites, Infinity Blue Boutique Hotel & Spa, Paralos Lifestyle Beach</p>																																		
																																			
<p>Plastic has a historical role in our lives and the European economy. Unfortunately, it is not widely recycled (less than 30% of plastic waste collected) and is estimated to account for over 80% of marine litter. The 10 single-use plastics (SUP) most often found on Europe’s beaches make up 50% of the marine litter. Plastics take hundreds of years to break down, causing irreversible damage to ecosystems, biodiversity, and human health.</p> <p>With this in mind, 3 hotels participated in the pilot project “Reducing the Consumption and Disposal of Single-use Plastics in the Tourism Industry in Cyprus, Greece and Malta” funded by EEA and Norway Grants Fund for Regional Cooperation, which was an opportunity to implement action on this transnational challenge.</p> <p>This allowed hotels to reduce SUP use and its impacts on the environment, accelerated the move to sustainable resource-efficient business models by replacing SUP with environmentally friendlier alternatives (developing a bespoke free web-based decision-support tool that included life cycle analysis) and contributed to a positive change in Crete’s coastal areas by reducing the visual impacts of SUP.</p>																																			
<p>Why is this such a good practice?</p> <ul style="list-style-type: none"> • Supports the tourism industry to become more sustainable and resource-use efficient, reinforcing its commitment to environmental quality. • Reduces environmental impacts and contributes positively to climate change by reducing plastic production and waste that impacts ecosystems negatively and with potentially high costs. • Increases demand for recycled plastics, supporting the sustainable development of relevant economies. 	<p>Lessons learned</p> <ul style="list-style-type: none"> • Hotel managers are eager to move to a more sustainable business model and to replace SUP if they have readily available and affordable alternatives. • Adoption of sustainable business models from hotels attract eco-conscious guests. • Environmental protection is an increasingly common request for the tourism industry. 																																		
<p>Transferability potential</p> 	<p>Implementation complexity</p> 																																		
<p>Contribution to the SDGs</p>																																			
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<p>Objectives</p>	<p>The “Reducing the Consumption and Disposal of Single-use Plastics in the Tourism Industry in Cyprus, Greece and Malta” project addressed the urgent EU challenge of plastics, specifically SUP. The project’s main objective was to implement a common solution to help the tourism sector reduce consumption, disposal and impact of SUP, in line with EU Directive 2019/904.</p> <p>Through the project, three coastal tourism establishments in Crete were supported via pilots to move to sustainable resource-efficient business models that identified and replaced commonly used SUP with environmentally friendlier, readily available and affordable alternatives, by developing a bespoke free web-based decision-support tool (DST) to include lifecycle analysis. The expected result was to reduce the adverse effects of human activities on the environment.</p>
<p>Justification</p>	<p>The main focus is reducing SUP use as it presents a significant environmental challenge. Considering the role that some organisations, such as hotels, have on this matter, either due to intense use patterns or replicability effects, the project focused on reducing consumption and on the efficient disposal of SUP and finally on limiting adverse effects of human activities and consumption over the environment.</p>
<p>Thorough description</p>	<p>The project aim is to reduce the consumption, disposal and impacts of single-use plastics (SUP) in the tourism sector.</p> <p>Three tourist establishments in Crete were supported to replace SUP via a bespoke free web-based decision-support tool (DST) that showed viable and available alternatives to the most commonly used SUP, considering the cost and environmental impacts of each alternative.</p> <p>Following the completion of the pilots, best practice guides were created presenting the findings of the pilots, the impacts of plastic waste on human health and the environment, how to reduce SUP in the tourism and other sectors and what environmentally friendlier and affordable alternatives are available.</p>
<p>Implementation</p>	<p>The project’s implementation went through several phases, namely, the selection of pilot establishments, a survey and monitoring of their stakeholders’ behaviour regarding the use of SUP. Implementation focused on the identification of market alternatives, the development of the decision-support tool and running pilots in those hotels using the DST, which included workshops development of bespoke action plans for the pilots and, finally, the development of best practices guides.</p>
<p>Impact</p>	<p>The most relevant impacts of the participation of those hotels in this project were the reduction of consumption and disposal of SUP that leak into and have detrimental impacts as litter on marine and terrestrial ecosystems, the replacement of SUP consumed in hotels with alternatives and the adoption of more sustainable business models. Finally, this allowed. Finally, this increased the demand for recycled plastics providing a positive stimulus in this market sector.</p>
<p>Transferability potential</p>	<p>There is relevant transferability potential of this good practice within the accommodation and catering sector. This is mostly because all hotels have room to improve the role of sustainability in their business models and enhance their environmental policy. Furthermore, provisions of the EU Directive 2019/904 on plastics concern all hotels in European countries.</p>
<p>Funding and sustainability</p>	<p>The EEA and Norway Grants Fund for Regional Cooperation was the main funding source of the project. However, the change to more environmentally friendly alternatives resorted to own sources of the hotels. Also, there were some financial gains from that shift, which allowed an added leverage power on the project execution.</p>

Sources and further information:
<https://www.supmed.eu/en/>

4.4.3. Third sector

Women do Business (NGO)	Promoting Women’s Entrepreneurship and Gender Equality in the Workplace																																		
<p>Women Entrepreneurship in Crete is 26,5%, while in Greece is 24,5%, while women's unemployment rate (16,2%) is higher than men's (10%), and during the COVID period, it doubled. Women and men are at the same level of economic literacy. However, 45% of men and 35% of women believe women are less suitable for managing their finances. Women are often in the spectrum of "invisible work", taking care of the household, being caregivers of the elderly, and even working in companies under the name of their husbands, which decreases their visibility. Women are prejudiced because of their gender and are still facing stereotypes and prejudices.</p> <p>According to the European Institute for Gender Equality, reducing the gender gap in the EU will create 10,000,000 jobs and increase GDP by 3.15 trillion by 2050.</p> <p>To help promote this change, the non-profit organization "Women Do Business" (WDB) started its first pilot activities in May 2019. One relevant element of WDB is that the whole initiative started in an insular area, and it emphasizes remote areas, in which stereotypes usually have a stronger presence.</p>																																			
<p>Why is this such a good practice?</p> <ul style="list-style-type: none"> This initiative is a good practice because it supports women who want to implement an idea as a business, changing the limiting beliefs and stereotypes around the position of women in entrepreneurship. It helps build trust and empowers women in the business world, promoting positive social change. 	<p>Lessons learned</p> <ul style="list-style-type: none"> Based on their experience, WDO concluded that it is not enough for a woman to obtain technical skills, such as how to create a business plan to start a business, because she will require other essential pillars to feel empowered and start something on her own. It is essential to have an integrated approach to increase the chances of success of women entrepreneurs. 																																		
<p>Transferability potential</p>	<p>Implementation complexity</p>																																		
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<p>Objectives</p>	<p>The WDO's main objective is to support women who wish to implement an entrepreneurial idea or develop a business by empowering them and also promoting gender equality in the workplace.</p> <p>This will lead to social evolution and the reduction of socioeconomic barriers women usually face that do not affect men.</p>
<p>Justification</p>	<p>WDB builds its action on the act for Human Rights and against any form of Discrimination. It supports unemployed women and helps women find their work-life balance. Its activities include volunteering and, as a result, there are active networking and citizenship activities that add value to women's intentions and skills, also uplifted by Lifelong Learning activities developed by WDP.</p>
<p>Thorough description</p>	<p>The non-profit organization Women Do Business started its first pilot activities in May 2019, and it offers a modern and holistic approach to women empowerment and entrepreneurship based on four main pillars: i) empowerment, events of inspiration – focusing on motivation, events are organized to highlight stories of women entrepreneurs & interviews online with women entrepreneurs in Greece – highlighting women as role models; ii) Education: provided online or in person through workshops and seminars; iii) Mentoring-Guidance: support on practical approaches and implementing an idea through an incubator of Women Do Business; iv) Networking: by bring people closer with actions and initiatives focusing on networking and partnership opportunities.</p>
<p>Implementation</p>	<p>The implementation of the WDB projects is done by a group of 78 people of which 2 are employees. WDB has developed a remarkable Voluntary Program employing 35 volunteers from all over Greece (Chalkidiki, Thessaloniki, Trikala, Ioannina, Rhodes, Athens, Crete) in different Departments such as human resources, project management, fundraising, social media, events, coordinating virtual assistance.</p> <p>Its volunteer team is the backbone of the Organization, as all relevant actions towards women are supported by a dedicated group of people who selflessly provide their knowledge and skills.</p>
<p>Impact</p>	<p>The search and demand for WDB activities reflect its impact and positive role on women's empowerment and upskilling. Up until now, more than 1.300 women benefited from their participation in several actions and 8 new enterprises were created through the WBD programmes.</p> <p>Of the women involved, 78,5% declare to have become more self-confident, 81,1% mention that it has developed the ability to implement a business idea, and 89,7% feel like they belong in a supportive community.</p>
<p>Transferability potential</p>	<p>There is relevant transferability potential of this good practice to other regions, because the issues faced by women are similar throughout Europe, even if in a varying degree.</p> <p>Nowadays, several women who want to start a business still need support in areas such as empowerment, education, mentoring and networking, reflecting the need for such structures to help them.</p>
<p>Funding and sustainability</p>	<p>To ensure its sustainability, WDB managed to build a fundraising plan to support its activities and events. Furthermore, it maximizes every fund opportunity arising from channels such as European funds, Institutional Corporate Social Responsibility, sponsorships, and the revenues from selling its own original merchandising.</p>

Sources and further information:
<https://womendobusiness.eu/en/>

4.5. Best Practices - Cyprus

4.5.1. Public sector

Deputy Ministry of Research, Innovation and Digital Policy	Cyprus National Digital Strategy 2020-2025 – Digital Cyprus 2025																																		
<p>The Digital Cyprus 2025 results from a National Strategy that aims to digitally transform Cyprus across its government, society and economy, by increasing information availability and quality, providing a positive message to society regarding transparency and accountability.</p> <p>The purpose is for Cyprus to become a society that is fit for the future, on which a knowledge-based economy promotes Cyprus' competitiveness, positioning it as a relevant European player supported by an improvement in digital technologies.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> It has a country-wide implementation scale, reflecting a positive message on accountability and transparency. It is an ambitious initiative, showing commitment from policymakers and national stakeholders to help steer the country's development towards greater sustainability, in which everyone can be involved. The expected impact is significant, as it will provide a nationwide repositioning in the way several processes are developed, launching a path towards optimisation, on which sustainability has a relevant role. 	<ul style="list-style-type: none"> This practice can have a huge impact on a country's government, society and economy, as it provides a new framework and baseline for internal processes and shared responsibility. Its success relies on the engagement of relevant parts of society, which can also impact the quality of life of citizens and residents. 																																		
Transferability potential	Implementation complexity																																		
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Objectives	<p>The Digital Cyprus 2025 is the National Digital Strategy of Cyprus to promote digitalization of the country across three main dimensions, namely, governance, society and economy.</p> <p>It aims to pave the way towards Cyprus becoming a “fit for the future” society, with a knowledge-based economy and a competitive regional player, in which digital technologies have a greater role.</p>
Justification	<p>Considering the globalisation processes, which reflect several transformational challenges, such as equity and inclusion within socioeconomic development, untapped opportunities and economic competitiveness, Cyprus' national entities decided to promote digital transformation and accelerate progress by reforming the foundations of society and economy to be more resilient. To address this challenge, the Deputy Ministry of Innovation, Research and Digital Policy was established, which, in turn, defined the National Digital Strategy. This strategy defines a path and a role in digitalization, which is expected to lead to greater optimisation and better functioning systems and society overall.</p>
Thorough description	<p>Cyprus' digital transformation relies on the achievement of four strategic objectives, namely, i) technology that works for people, ii) a vibrant, sustainable and resilient digital economy, iii) an open democratic and inclusive digital society, and iv) green, digital transition for Cyprus. In addition, it relies on four guiding principles, namely, user-centred, digital by default, secure design, and innovative by principle.</p> <p>All initiatives are encompassed in four strategic portfolios (Digital Government, Digital Infrastructure, Digital Economy and Digital Society), which contain specific initiatives regarding the transformation of the government and the transformation of the national infrastructure, economy and society.</p> <p>The mechanism used to realise the required digitalisation governance for the national digital transition and the digitalisation competency is a new operating model, “Government as a Platform”. This model will enable the government to foster a digital ecosystem where the industry, academia, citizens and residents of Cyprus all contribute to the digital transformation.</p>
Implementation	<p>The main challenge when implementing relates to the sheer size and complexity of the whole scale where it balances. However, the achievements arising from its implementation have a diversified nature and dimension, such as a fully digital government using data effectively and adopting new or developing existing technologies, a resilient, robust and secure infrastructure, a strong digital economy, a more vibrant ICT sector supporting digital transformation and at the same time diversifying the economy of Cyprus, more digital and competitive industries and a user-centred, accessible and inclusive digital society.</p>
Impact	<p>The main expected impacts are the enhancement of reliability, security and resilience and the development of increased trust in the system and technologies. Also, the development and enhancement of the citizens' digital skills and the improvement of citizens' inclusion in modern society and their accessibility to services and processes may improve their life quality, ultimately leading to a more sustainable development.</p>
Transferability potential	<p>Even if the magnitude of this practice can impact on its transferability potential, it still has some lessons to it. One of the most relevant is the openness of national and community leaders to keep track of the world's changes and developments and try to keep up with them. This also varies according to each country's baseline, which demands some adaptability and flexibility.</p>
Funding and sustainability	<p>Considering the size of this change, the main funding sources for this practice are both national and EU funding, including the Resilience and Recovery Facility.</p>

Sources and further information:
https://www.dmid.gov.cy/dmid/research.nsf/home_en?opendocument
[https://www.dmid.gov.cy/dmid/research.nsf/all/927EA351714F99EDC22587CE0028C090/\\$file/Digital%20Strategy%202020-2025.pdf?openelement](https://www.dmid.gov.cy/dmid/research.nsf/all/927EA351714F99EDC22587CE0028C090/$file/Digital%20Strategy%202020-2025.pdf?openelement)

4.5.2. Private sector

C.A. Papaellinas Group	Sustainable Development Committee																																		
<p>The Sustainability Committee of the C.A. Papaellinas Group (CAPG), a market leader in Cyprus in the distribution and promotion of pharmaceuticals, cosmetics, and consumer goods, aims to promote the concept of sustainable development as a response to modern challenges and needs, also adding value to its business.</p> <p>The Committee plans the Group's Sustainability strategy and implements actions concerning society, the environment, market practices and tendencies and employee well-being. The objective is to recognize and minimize any negative impact from their operations and maximize contributions to sustainable development.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> It has reduced implementation complexity and relevant transferability potential, which also reflects the relevance of companies to adopt internal processes to promote sustainability. The most important actions, impacts, strategies and achievements from the implementation of the good practices are presented every two years in a sustainability report, which helps identify improvement areas and successful measures. 	<ul style="list-style-type: none"> Businesses can use their own resources and funding mechanisms to implement their sustainability strategies and actions. These can have a significant impact on environmental, social and economic responsibility, resulting in an improved social perception of the involved companies. The impact of this kind of practice can be more meaningful when they come from organisations that have relevant impacts overall on the economy, society and the environment, like in this case of a big-sized business and market leader. 																																		
Transferability potential	Implementation complexity																																		
Contribution to the SDGs																																			
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<p>Objectives</p>	<p>The CAPG is a market leader in the sectors in which it operates in Cyprus, namely the distribution and promotion of pharmaceuticals, cosmetics, and consumer goods with a significant presence in retail stores and distribution services.</p> <p>The main purpose of its Sustainable Development Committee is to plan the Group's Sustainability strategy and implement actions in matters concerning society, the environment, the market and employees, considering stakeholders' needs and expectations and improving the overall perception of the CAPG due to their continuous efforts in promoting sustainability.</p>
<p>Justification</p>	<p>The CAPG's Sustainability Committee was established in 2015 to focus on sustainability issues and take upon the responsibility of working towards sustainable development through the Group's operations by adopting sustainable practices and finding sustainable solutions.</p> <p>Therefore, the Committee's objective is to align business goals with society's overall well-being, the protection of the environment and a greater responsabilization of partners. The Committee's creation was a response to modern challenges and opportunities and to identify innovative solutions and new business ideas that could benefit the CAPG both economically and socially, making it a relevant stakeholder on sustainability-related themes.</p>
<p>Thorough description</p>	<p>The Committee is composed of 12 members (6 women and 6 men) and its work focuses on four pillars: clients and consumers, human resources, environment and society. The Chief Executive Officer and the executives of all the Group's business units participate in the Committee, with the responsibility to implement the Sustainable Development strategy in each unit.</p> <p>Regarding the Committee's approach, the objective is to recognize and minimize any negative impact from their operations, as well as to continuously increase the created social value. The Committee issues a Sustainability Report every two years, which is prepared concerning the Global Reporting Initiative (GRI) standards, at which they present the most important actions, impacts, strategies and achievements in the fields of environmental, social and economic responsibility.</p>
<p>Implementation</p>	<p>On the main achievements presented in the last reporting period of the Committee (2020-2021), actions that serve the Group's Sustainable Development strategy, such as the continuous investment in human resources, the continuous and measurable efforts to reduce carbon footprint and the continuous development of e-commerce and online sales are mentioned.</p>
<p>Impact</p>	<p>The main impacts achieved and/or expected can be summed up as follows: improved customer and partner experience by digitally upgraded services and systems, improved HR department performance of operations, promotion of local businesses and support of local producers, support of organizations and associations that have substantial public service projects and promote solidarity, minimized overall environmental footprint and reduced use of natural resources.</p>
<p>Transferability potential</p>	<p>This kind of practice can objectively be adopted by private businesses in other countries. The first step would be to acknowledge the relevance and this kind of initiative and enable it with the appropriate mechanisms and resources to plan a Sustainability Strategy and, finally, implement its proposed measures and actions, incorporating them into internal activities and processes.</p>
<p>Funding and sustainability</p>	<p>The CAPG Sustainable Development Committee and its actions are funded by the Group's resources and capital, considering it is a private business. There is no information available regarding funding from third parties, but the establishment of local partnerships can also increase awareness without increasing the need for added funding.</p>

Sources and further information:
<https://www.cap.com.cy/en/sustainability/>

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4.5.3. Third sector

Foundation of Therapeutic Community Agia Skepi	Agia Skepi bio products																																		
<p>The Agia Skepi (AS) is a long-term Therapeutic Community based in Cyprus. It supports young people and adults with long-term substance abuse to participate in group therapy and rehabilitation through farming organic products.</p> <p>Its purpose is to help users address their dependence and provide them with the necessary skill sets for social reintegration. At the same time, environmentally friendly practices are adopted in their recovery process, making them relevant contributors to society with the knowledge to adopt sustainability practices in future jobs and activities.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> By employing substance abusers, it promotes their social reintegration, while producing income for the social enterprise, thus making it financially sustainable and independent. It has succeeded in its goal to support adults with long-term substance abuse to rebuild their lives away from these substances. The impact of AS bio is significant and still growing, going further than the merely economic dimension. Its success is evident to the extent that lots of people, who did not previously consider buying organic products, now support the initiative due to its societal impact. 	<ul style="list-style-type: none"> In several cases, people who struggle with long-term substance abuse do not have any working experience and are usually not treated equally in terms of job opportunities, facing social exclusion. This initiative aims to decrease social exclusion and inequality by creating new jobs and helping the community members develop the necessary skills required for social reintegration, resorting to sustainable practices. The AS bio is attractive to consumers, who, by spending money on a basic need (healthy nutrition), are supporting the societal mission of AS and the effort of the community members for rehabilitation and social reintegration. 																																		
Transferability potential	Implementation complexity																																		
<p>Low High</p>	<p>High Low</p>																																		
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Objectives	The main objective of the AS Therapeutic Community is to support young people and adults (and their families) with long-term substance abuse to participate in group therapy in an ideal environment away from distractions, such as illicit drugs and/or alcohol through farming and the production of organic products. The objective is to help users address their dependence and provide them with the necessary skill set for social reintegration, also enabling them to act as sustainability promoters.
Justification	The Therapeutic Community started its operation in May 1999 with the purpose to offer a structured rehabilitation programme to adults and young people who struggle with long-term substance abuse. It has been implementing sustainable practices on its agricultural actions, combining social recovery with sustainability.
Thorough description	<p>Located in Nicosia, Cyprus, in a land owned by the Holy Abbey of “Machaira” (religious/church organisation), the Therapeutic Community offers a wide variety of programmes directed to users who are not ready to ask for help, long-term drug users who participate on their internal residence programmes, family members (relatives of Agia Skepi members), and programme alumni.</p> <p>Currently, AS runs 4 programmes, namely, the Therapeutic Community, the Counselling Centre, the Family Programme, the Reintegration Programme and the Women’s Programme. Regarding work/occupational therapy, the community has developed a social entrepreneurship action in the field of organic food products. Biofarming and rehabilitation share core values, such as sustainable and chemically-free development, reward through labour and perseverance, and respect for nature and overall well-being.</p>
Implementation	The programme was recognised by the European Monitoring Centre for Drugs and Drug Addictions (EMCDDA) in 2009. Today, AS is the largest rehabilitation community in Cyprus and a member of the European Federation of Therapeutic Communities (EFTC). Their achievements range from creating new jobs for community members and ensuring equal opportunities for the reintegration of people subjected to social exclusion, to vocational training and developing skills to help social reintegration. However, there are some challenges to this action such as the lack of skills and knowledge of the community members in farming or claims that the practice can constitute unfair competition because community members are not paid for their work.
Impact	The Therapeutic Community has succeeded in its goal to support adults with long-term substance abuse to rebuild their lives while equipping them adults with the necessary skills to find a job after leaving the programme. Throughout the years, it has contributed to job creation for programme graduates, it has provided members with a sense of accomplishment and is a source of inspiration for potential members. More than 75% of the members who completed the programme can rebuild their lives and reintegrate into society. Additionally, AS has evolved into a social enterprise, with the products cultivated and produced by the participants and the staff supporting the Community financially and providing the opportunity for more people to enrol.
Transferability potential	The overall concept and practices implemented by AS have been successfully implemented in various contexts outside Cyprus, in communities for adults relating to drug abuse, as well as with other target groups. Therefore, it demonstrates an elevated level of transferability to other contexts or in different countries. Nevertheless, some requirements on raising awareness about the potential benefits to society from such social initiatives/enterprises are needed, as well as offering a complete set of skills and competencies to the target groups concerned. Finally, providing the legal framework and supportive environment for these initiatives/enterprises to flourish is also necessary.
Funding and sustainability	AS is a private non-profit organisation (all services provided are free of charge), but also a social enterprise. The organisation is financially supported through the “Association of Friends of Agia Skepi”, a separate entity established to provide financial assistance to the programme by undertaking fundraising initiatives. AS also receives financial aid from the Ministry of Health and the National Addictions Authority. Furthermore, it provides and distributes a range of organic goods, whose profits return to the Community, adding to the sustainability of the whole programme.

Sources and further information:
<https://www.agiaskepi.org/>

4.6. Best Practices - Ireland

4.6.1. Public sector

Cross-Regional Climate Action Committees	Climate Action Regional Offices																																		
 																																			
<p>The Climate Action Regional Offices (CAROs) in Ireland play a vital role in implementing the 17 SDGs across the country and for businesses.</p> <p>The CAROs were established by the Irish government in 2018 as part of Ireland's National Adaptation Framework to help local authorities and communities to prepare for the impacts of climate change. The CAROs are responsible for coordinating and supporting climate action at the regional level, working closely with local authorities, businesses, and other stakeholders to implement climate solutions and policies.</p> <p>These CAROs in Ireland play a key role in implementing the SDGs by working with local authorities, businesses, and communities to promote sustainable development, reduce greenhouse gas emissions, and increase climate resilience. Through their efforts, the CAROs are helping to create a more sustainable future for Ireland and contribute to global efforts to achieve the SDGs.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> The CAROs serve as an excellent example of how government entities can lead and support efforts to achieve the SDGs at the local and regional levels. Through coordination and collaboration, the CAROs are responsible for organising a wide range of stakeholders including local authorities, businesses, and communities. This collaborative approach helps to align efforts and resources, avoid duplication of efforts, and achieve a more significant impact. The CAROs also operate at the local and regional levels, which allows them to tailor their strategies and actions to the unique challenges and opportunities of each region. Their specific focus on climate action has also helped with the implementation of SDGs 7, 11, 12, 13, and 17. 	<ul style="list-style-type: none"> By collaborating closely with local authorities, businesses, and communities, the CAROs have been able to align efforts and resources to achieve a more significant impact. By focusing on the local and regional levels, the CAROs have been able to develop policies and programs that respond to local needs and priorities. By focusing on climate action, the CAROs are supporting the achievement of multiple SDGs, including Goal 13 (Climate Action) and Goal 11 (Sustainable Cities and Communities). This approach underscores the critical role that climate action plays in sustainable development and demonstrates that addressing climate change is essential to achieving the SDGs. 																																		
Transferability potential	Implementation complexity																																		
Contribution to the SDGs																																			
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Objectives	The main purpose of the CAROs in Ireland is to coordinate and support the implementation of national climate policy at the regional and local levels. The CAROs work with local authorities, businesses, and communities to develop and implement policies and programs that support the transition to a low-carbon, climate-resilient economy. They also provide guidance, advice, and support to stakeholders to ensure that they have the necessary tools and resources to act on climate change related matters.
Justification	The CAROs are invariably well aligned with the SDGs as they include their main “reason for being” in terms of acting around climate change.
Thorough description	The core goals that the CAROs help to implement the SDGs across Ireland include affordable and clean energy (SDG 7) by working with local authorities and businesses to promote the use of renewable energy, energy efficiency, and low-carbon transport options. Sustainable cities and communities (SDG 11) are approached by helping local authorities to develop sustainable urban and rural communities by promoting sustainable land use planning, sustainable transport, and green infrastructure. Responsible consumption and production (SDG 12) imply working with businesses and local authorities to promote sustainable consumption and production practices, reduce waste, and increase recycling rates. Climate Action (SDG 13) focus specifically on climate action and the implementation of the (Irish) National Climate Action Plan at the regional level. This involves collaborating with local authorities, businesses, and communities to reduce greenhouse gas emissions, and increase climate resilience. Finally, the partnerships for the goals (SDG 17) are developed by promoting collaboration between local authorities, businesses, and other stakeholders to achieve the SDGs. The CAROs work closely with regional stakeholders to identify common challenges and opportunities and develop joint initiatives to address them.
Implementation	The CAROs in Ireland have implemented their SDG practices by tailoring a range of activities and initiatives to the specific needs and opportunities of each region. They have developed climate action plans, provided support and advice to local authorities and businesses, engaged with local communities and stakeholders, monitored and reported progress, and provided training and capacity building. These practices focus on collaboration, partnership, and engagement with stakeholders to achieve sustainable development. By doing so, the CAROs have been able to effectively implement their SDG practices, building skills and knowledge within local communities, and tracking progress towards the SDGs.
Impact	The work done by CAROs in Ireland through their sustainability policy has had a significant impact on the achievement of the SDGs. Their regional climate action plans, support and advice to local authorities and businesses, engagement with local communities and stakeholders, monitoring and reporting on progress, and training and capacity building have led to the development and implementation of policies and programs that align with the SDGs. As a result, Ireland has made significant progress in reducing greenhouse gas emissions, increasing renewable energy and energy efficiency. The CAROs' work has also led to increased awareness and engagement on climate and sustainable development among local communities and businesses, contributing to Ireland's progress on SDGs.
Transferability potential	<p>The CAROs emphasise the importance of collaboration and partnership with stakeholders such as local authorities and civil society organisations, tailoring strategies and actions to meet local needs and integrating climate matters into decision-making. They developed policies and programs focused on climate action (mitigation and adaptation) and prioritised partnership and engagement with local communities, including businesses.</p> <p>Businesses can effectively achieve the SDGs by forming partnerships, tailoring strategies, and prioritising climate action and engagement with stakeholders. Integrate policies and programs across different departments and functions to create a more comprehensive response to the challenges of sustainable development.</p>
Funding and sustainability	The CAROs in Ireland are funded by the Irish government and were established by the government as part of its Climate Action Plan in 2019 to support the implementation of climate action policies at the regional level. The government allocated funding for the establishment and operation of the CAROs as part of its budget for the Department of the Environment, Climate and Communications.

Sources and further information:
<https://www.caro.ie/>

4.6.2. Private sector

Musgrave Group	Musgrave Paving the Way for Sustainable Groceries																																		
<p>Musgrave Group is the largest food wholesaler, food service and retailer in Ireland, as well as the largest private sector employer in the country. Across its 11 brands, Musgrave works with multiple retail partners, suppliers, and customers to make every community a sustainable community.</p> <p>The company's sustainability policy has made it a relevant player within the SDGs and sustainable development as a concept in Ireland. In 2004, the company was the first Irish company to join the UN Global Compact as well as the first Irish company to sign up to the UN's SDGs in 2015.</p> <p>In 2007, the company became the first Irish retailer to eliminate plastic bags for loose fruit and vegetables, and prides itself on having achieved zero food waste to landfill for over 15 years. The company supports various local initiatives to encourage sustainability and the SDGs at a local level including the "Tidy Towns" and "Save the Bees" initiatives, which has a significant impact on the implementation of sustainability at a local and community level.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> Musgrave Group, as Ireland's largest private sector employer, has committed to sustainability and sustainable development for over 20 years. This commitment to sustainable development. Musgrave Group has a strong commitment to engaging with local communities and promoting sustainability. The company supports local food producers and suppliers and has implemented a community support program, which provides funding and support to community initiatives that promote sustainability and well-being. The company's dedication to sustainability across its operations, from sourcing to waste reduction, and its engagement with local communities make it a role model for other companies. By setting ambitious targets and making significant progress towards achieving them, Musgrave Group demonstrates its commitment to sustainability and shows how companies can play a positive role in promoting sustainable practices. 	<ul style="list-style-type: none"> Commitment to sustainability is demonstrated through ambitious targets to reduce carbon footprint and achieve zero waste to landfill. By setting measurable goals and working towards them, companies can progress towards sustainability. Engagement with local communities helps to build trust and foster positive relationships. By supporting local food producers and suppliers and investing in community initiatives, companies show their commitment to sustainability and create a positive impact on the local economy and environment. By implementing initiatives across its operations, from sourcing to waste reduction, businesses can achieve their sustainability targets. An integrated approach to sustainability recognises that environmental, social, and economic sustainability are interconnected and require transversal action. By taking a comprehensive approach, companies can create sustainable value for their stakeholders and contribute to a more sustainable future. 																																		
Transferability potential	Implementation complexity																																		
<p>Low High</p>	<p>High Low</p>																																		
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Key area: Leadership

<p>Objectives</p>	<p>The main objective of Musgrave Group's sustainability policy is to integrate sustainability into all aspects of its operations and supply chain, while also contributing to a more sustainable future for society and the environment. The company recognises the need to address global sustainability challenges such as climate change, resource depletion, and social inequality and aims to play a positive role in addressing these challenges.</p>
<p>Justification</p>	<p>The main justification for Musgrave's sustainable practice is to be more environmentally friendly to support local communities in doing so. Musgrave runs a franchise operation and although it has a nationwide presence, store owners tend to be local and well-known in their communities. For this reason, shoppers in their stores also tend to be predominantly local.</p>
<p>Thorough description</p>	<p>Musgrave Group's sustainability policy is aligned with the UN SDGs and the company has identified priority areas where it can make the greatest contribution towards achieving these goals. Priority areas include responsible sourcing, carbon and waste reduction, and community and employee engagement. Musgrave Group has set ambitious targets in each of these areas and regularly reports on its progress towards achieving them.</p> <p>By working with the SDGs, Musgrave Group has a framework for addressing global sustainability challenges in a comprehensive and coordinated way. The SDGs provide a set of clear and measurable goals, which can help to guide the company's sustainability strategy and ensure that its efforts are aligned with global priorities. Moreover, by aligning its sustainability policy with the SDGs, Musgrave Group can demonstrate its commitment to contributing to a more sustainable future and play a leadership role in driving sustainable development.</p>
<p>Implementation</p>	<p>As a best practice, Musgrave Group has established a 25 million EUR sustainability fund to support its retail partners in reducing their carbon footprint. The fund acts as a catalyst for change, enabling stores to make significant progress in sustainability and reduce their carbon emissions faster. By leveraging this fund, Musgrave Group aims to reduce its retail partners' carbon footprint by more than 10.000 tonnes of CO2 per year, which is equivalent to planting 380.000 trees or powering 5.000 homes annually.</p> <p>This sustainability fund demonstrates Musgrave Group's commitment to sustainability and its proactive approach to working with its retail partners to drive sustainable change. By providing financial support and resources, Musgrave Group is empowering its retail partners to adopt sustainable practices and reduce their environmental impact. The fund also shows how companies can leverage their resources to drive sustainability at scale, contributing to a more sustainable future for all.</p>
<p>Impact</p>	<p>The impact of Musgrave Group's sustainability policy and its commitment to the SDGs has been shown in its ability to lead industry-wide change. The elimination of single-use plastic waste in the storage of goods has become the standard in Ireland, as well as the commitment to zero food waste in landfills has become a realistic goal for all companies and not just the big corporations or food producers.</p>
<p>Transferability potential</p>	<p>The transferability potential of this practice builds on notions such as collaboration, setting targets and an integrated approach. On collaboration, the sustainability fund for retail partners highlights the importance of partnerships to drive sustainable change. By working with its retail partners, Musgrave Group is leveraging their combined resources and expertise to achieve a shared goal of reducing carbon emissions. Setting ambitious targets to reduce the carbon footprint, waste, and improve community engagement act as a roadmap for a sustainability strategy and help create accountability and focus. Finally, a comprehensive approach should consider environmental, social, and economic sustainability. This approach recognises that these aspects of sustainability are interconnected and require action across all areas of a business.</p>
<p>Funding and sustainability</p>	<p>As a private company, Musgrave Group's sustainability efforts are funded through the profits garnered across its 11 brands. As Ireland's largest wholesaler and retailer, the sustainability of Musgrave Group's lifespan is almost guaranteed, especially as they provide an essential product line as the country's biggest grocery provider.</p>

Sources and further information:
<https://www.musgravegroup.com/>



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4.6.3. Third sector

Development Perspectives	Developing Ireland's Perspectives of the SDGs
<p>Development Perspectives (DP) is an Irish-based development education organisation that aims to promote global justice and sustainable development. They work towards achieving the UN SDGs through education, advocacy, and capacity-building initiatives. In Ireland, DP works with a range of stakeholders, including civil society organisations, community groups, educators, local authorities, and businesses, to raise awareness of the SDGs and support their implementation at the local and national level. They offer training and capacity-building workshops to help individuals and organisations understand the SDGs and integrate them into their work.</p> <p>DP also runs a number of innovative programs, such as the SDG Advocate Program, which brings together individuals from different sectors to collaborate on SDG-related initiatives, and the "Our World Irish Aid Awards," a primary school program that promotes awareness of global issues and the SDGs among young people.</p>	
Why is this such a good practice?	Lessons learned
<ul style="list-style-type: none"> A collaborative approach ensures that there is a collective effort towards achieving the SDGs in Ireland, with diverse perspectives and expertise being brought to the table due to the diversified nature of involved participants. By prioritising education and awareness-raising as a key strategy for achieving the SDGs in Ireland and by providing training and capacity-building workshops, individuals and organisations benefit from the knowledge and tools needed to integrate SDGs into their work and decision-making. Development Perspectives' programs show commitment to innovation and creativity in addressing the SDGs. These initiatives engage different sectors of society, including young people, in ways that are accessible and impactful. By focusing on community-level initiatives and engaging with local authorities, they are ensuring that the SDGs are being integrated into decision-making and planning processes at the grassroots level, approaching local communities from world scale targets and challenges. 	<ul style="list-style-type: none"> A collaborative approach demonstrates the importance of bringing together diverse stakeholders to achieve a common goal. Engaging civil society organisations, community groups, educators, local authorities, and businesses is essential to achieving the SDGs. Focusing on education and awareness-raising highlights the importance of building capacity and knowledge at all levels of society. Providing training and workshops to individuals and organisations can help to ensure that the SDGs are integrated into decision-making and planning. Innovative programmes show the importance of thinking creatively and finding new ways to engage different sectors of society in the SDGs. Replicating these initiatives or developing new ones can help to reach a wider audience and make progress towards the SDGs. Community-level initiatives and engaging with local authorities highlights the importance of local action in achieving the SDGs at the local level. Therefore, individuals and organisations impact on their communities and contribute to the achievement of the SDGs more broadly.
Transferability potential	Implementation complexity
Contribution to the SDGs	
<p style="text-align: center;">○ Reduced; ● Medium; ● High</p>	

Objectives	The main objective of DP is to facilitate transformative learning and development, particularly in the areas of global citizenship education, social innovation, and community development. They work with a range of stakeholders, including individuals, communities, civil society organisations, local authorities, and businesses, to build capacity, raise awareness, and mobilise action towards achieving the SDGs. Based on a collaborative, participatory, and inclusive approach to sustainable development, it strives to foster a more equitable and sustainable world.
Justification	DP objectives are directly aligned with promoting the UN's SDGs to provide education and capacity-building on what citizens, communities and organisations can do to meet them.
Thorough description	<p>DP works towards achieving the SDGs by engaging in a variety of activities, including research, advocacy, capacity building, and community-level initiatives. They collaborate with diverse stakeholders such as civil society organisations, local authorities, and community groups to achieve the SDGs together. It also provides training and education on the SDGs and implements innovative programs to engage different sectors of society. By focusing on community-level initiatives, they ensure that their work is locally focused and tailored to the needs of the communities they serve.</p> <p>This demonstrates a collaborative, educative, innovative, and locally focused approach to achieving the SDGs. By engaging with diverse stakeholders, building capacity and awareness, and implementing community-level initiatives, DP is making a meaningful impact on the communities and contributing to the achievement of the SDGs.</p>
Implementation	DP's work is done by engaging in various activities, such as research and advocacy to promote sustainable development and raise awareness about the SDGs. They also provide training and workshops to build capacity and knowledge and collaborate with educational institutions to support SDG-related education. It also implements innovative programs, such as the SDG Advocate Program and "Our World Irish Aid Awards," to engage different sectors of society in the SDGs. Lastly, they focus on community-level initiatives by engaging with local authorities and community groups to understand local needs and tailor their SDG-related initiatives accordingly.
Impact	<p>By engaging in a variety of activities, such as research, advocacy, capacity building, and community-level initiatives, DP is contributing to the global effort to create a more sustainable future. Their work has had a positive impact on communities in Ireland and beyond, by increasing awareness and understanding of the SDGs, building capacity and knowledge on the SDGs, and empowering individuals and communities to act. Their community-level initiatives, such as the SDG Advocate Program, have helped to create change at the grassroots level, fostering a sense of ownership and participation among community members.</p> <p>Additionally, by collaborating with diverse stakeholders, including civil society organisations, local authorities, and community groups, DP has fostered a sense of shared responsibility and commitment towards achieving the SDGs. Their efforts have supported the well-being of both current and future generations.</p>
Transferability potential	Companies can be inspired from the collaborative approach developed by DP, which involves engaging with diverse stakeholders such as civil society organisations, local authorities, and community groups to achieve the SDGs together. Education and awareness-raising can help businesses build capacity and thematic knowledge, enabling them to integrate the goals into their operations. Innovative programs can also help companies to engage different sectors of society in the SDGs. Lastly, the focus on community-level initiatives by engaging with local authorities and community groups is also relevant, as it provides meaningful impact on the communities they operate in and contribute to the achievement of the SDGs while also achieving business objectives.
Funding and sustainability	The organisation has received funding from various sources in the past, including the Irish government, the European Union, and private foundations. They also engage in fundraising activities and accept donations from individuals and organisations that support their work in promoting sustainable development and achieving the SDGs.

Sources and further information:
<https://developmentperspectives.ie/>

4.7. Best Practices – Portugal

4.7.1. Public sector

ODSlocal –Municipal platform on sustainable development goals	ODSlocal platform for sustainability
<p>ODSlocal is a network of Portuguese local decision makers and technicians, agents, and citizens that intends to stimulate a comprehensive and open sustainability movement through an online portal (https://odslocal.pt/) based on the United Nations 17 SDGs.</p> <p>Through ODSlocal, all relevant local actors can access the contributions of each Portuguese municipality to the 17 SDGs. The platform acts as a tool for monitoring indicators and mapping practices resulting from the mobilisation of municipal decision-makers and technicians, local agents, and citizens for the development of actions that contribute to the achievement of SDGs in Portuguese municipalities by 2030.</p> <p>All relevant local actors can access municipalities’ policies, projects, and practices, and learn from each other through this ODSlocal benchmarking. The online portal also promotes cooperation practices between municipalities, disseminates and awards best practices and relevant actions, and supports the capacity building of local actors, supporting their transferability.</p>	
<p>Why is this such a good practice?</p> <ul style="list-style-type: none"> The United Nations Agenda 2030 has been adapted to the Portuguese municipalities’ reality. The platform involves relevant public entities to help define goals, indicators and monitor the municipalities’ policies, projects, and practices in relation to the SDGs. It helps map the innovative and sustainable practices that municipalities, civil society and companies are implementing and measure their impact. ODSlocal aims to create a comprehensive national movement around the SDGs with multiplying effects, giving prominence to local actors, and creating a large community of actors committed to the SDGs at several levels. 	<p>Lessons learned</p> <ul style="list-style-type: none"> Policies, projects, and practices developed at local level can be benchmarked and transferred to other local, national, or international realities, with relevant impact on people’s lives. Regular monitoring of SDGs’ local policies, projects and practices creates a sense of accountability on local players with the power to make life-changing decisions and stimulates others to appropriate and implement identified successful initiatives. Awards and seals of excellence to successful local initiatives results in inspirational leadership, as awarded players feel compelled to continue to lead by example regarding sustainability practices.
<p>Transferability potential</p>	<p>Implementation complexity</p>
<p>Contribution to the SDGs</p> <p>○ Reduced; ● Medium; ● High</p>	

Objectives	The main purpose of this good practice is to create a national movement towards the 17 United Nations SGDs – the ODSlocal – that the municipalities want to join, mobilising the remaining public and civil society actors in an exponential and contagious way.
Justification	The main need that justified the development of this good practice was the need to stimulate and support municipalities in managing sustainability challenges and promoting initiatives inspired by the SDGs, empowering local communities, through well established and quantifiable goals, thus contributing to the improvement of their quality of life and to the establishment of a greater proximity of SGDs issues to citizens.
Thorough description	This good practice consists of the creation of a network of Portuguese local decision makers and technicians, agents, and citizens to stimulate a comprehensive and open sustainability movement through an online portal, based on the United Nations 17 SDGs. The online platform intends to act as a barometer to understand the progress of each municipality regarding the appropriateness and concretisation of the SDGs, allowing them to establish goals to stimulate that progress. The platform was piloted during one year with seven municipalities and, so far, 45 municipalities have already joined this initiative, showing their commitment to place the several dimensions of sustainability in the centre of their policies and daily activities.
Implementation	This initiative follows the Agenda 2030 moto of “think global, act local”. It focuses on involving local actors in all sustainability initiatives and provides a benchmarking tool that not only highlights local policies, projects, and practices, but awards the most successful ones in achieving the SDGs and encourages collaboration initiatives between municipalities and capacity building of local actors relevant to the SDGs efforts.
Impact	There are five most noticeable impacts of ODSlocal: (1) cooperation among entities and municipalities and the establishment of networks; (2) reach, covering all Portuguese municipalities since 2020; (3) communication, with several awareness raising initiatives; (4) capacity building for the SDGs, for active participation at local level and for giving visibility to local sustainability projects of local actors; (5) implementation, through the portal’s user-friendly information, municipalities barometer, etc., to create a movement of sustainability and a community of actors.
Transferability potential	The transferability of this good practice is high, considering that the online platform was build based on the replicability potential of identified policies, projects, and practices, and the multiplying effect of the large community of actors committed to the SDGs. For municipalities, the barometer allows them not only to benchmark successful sustainability actions, but also engage and cooperate with the local actors that implemented them.
Funding and sustainability	Funding is mainly assured by the local municipalities for the policies, projects, and initiatives related with the SDGs implemented at local level. The online platform itself is a partnership between public and private entities, including the sponsoring of the Portuguese Government.

Sources and further information:
<https://odslocal.pt/>

4.7.2. Private sector

Jerónimo Martins leadership in Serra do Açor reforestation	Reforestation of Serra do Açor forest
<p>Jerónimo Martins is the food distribution and retail leader company in Portugal. With 555 stores, it employs more than 34 thousand people and had combined sales of more than 5.600 million EUR in 2022. With over 230 years, it also has a presence in Poland and Colombia.</p> <p>To preserve and enhance the landscape destroyed by forest fires that blazed across the municipality of Arganil, in Portugal, in 2020 Jerónimo Martins joined forces with the local authorities, the Coimbra School of Agriculture and the landowners' associations to launch the "Serra do Açor Forest" project, an initiative for integrated forest management in Portugal to plant self-regenerating and fire-resistant trees across 2.500 hectares of common land.</p> <p>Jerónimo Martins has committed to invest 5 million EUR to this initiative, a never-before-seen initiative led by a private company to support an integrated reforestation of Serra do Açor, at the same time generating new sources of income for the population.</p>	
<p>Why is this such a good practice?</p> <ul style="list-style-type: none"> Serra do Açor in Portugal lost 88% of its forested area due to a fire. By supporting the reforestation effort, Jerónimo Martins is bringing back the green lung which was Serra do Açor to the heart of inland Portugal. More than 1.8 million of fire-resistant species of trees are expected to be planted, not only to preserve and enhance the landscape, but also to be appropriated by local landowners who lost everything to have new sources of income. Jerónimo Martins' process of reforestation involved the local municipality, the local communities, and a Higher Education institution, thus leading by example in terms of engagement and operational footprint. 	<p>Lessons learned</p> <ul style="list-style-type: none"> Jerónimo Martins was able to prioritise a nature-based solution as part of the company's sustainability commitment, ensuring that the Serra do Açor reforestation project was implemented in a way that was beneficial for the biodiversity of the region. The project allowed Jerónimo Martins to raise awareness among its employees and other local actors (municipality, local landowners, Higher Education institution) about biodiversity and perfectly match the project with the company's sustainability goals. Through this project, the company is promoting and encouraging nature protection initiatives and recognising the need for private companies to be involved in this domain.
<p>Transferability potential</p>	<p>Implementation complexity</p>
<p>Contribution to the SDGs</p> <p>○ Reduced; ● Medium; ● High</p>	

Objectives	The main purpose of this good practice is to preserve and enhance the landscape destroyed by forest fires that blazed across the municipality of Arganil, in Portugal. The “Serra do Açor Forest” project started in 2020 with a 5 million EUR investment by Jerónimo Martins, to plant self-regenerating and fire-resistant trees across 2.500 hectares of common land.
Justification	The main need that justified the development of this good practice was two-fold: on the one hand, Jerónimo Martins is a company invested in sustainability practices and committed with the SDGs; on the other hand, the forest fire that devastated Serra do Açor forest left many people without their main source of income and left what was once the green lung of inland Portugal completely lifeless.
Thorough description	This good practice was led by Jerónimo Martins, who joined together several stakeholders with the goal of recovering, preserving, and valuing the landscape of Serra do Açor, devastated by the forest fires of 2017. The goal of the “Serra do Açor Forest” project was to create, monitor and manage the forest in an integrated way. Over the course of 40 years, 2.500 hectares of land are expected to give birth to a multifunctional forest with fire-resistant trees. Between 2020 and 2025, over 1.8 million trees are expected to be planted.
Implementation	This is a never-before-seen initiative that joins together a private company, a local municipality, local communities, and a Higher Education institution to recover the landscape and promote new sources of income for local landowners. Strawberry trees, chestnuts, maritime pine, cork oak and other local oak species are being planted. Every year, the project reviews the progress made and shares some indicators of what is happening in the region. This monitoring process is expected to last for 40 years.
Impact	The planted tree species are more fire-resistant, helping to prevent future forest fires and to protect the local population, also contributing to fighting climate change. In the long run, the forest is also expected to offer new sources of income, such as the production of arbutus, cork, and chestnut. The regeneration of the forest might also contribute to the development of the region’s tourism, another source of income and employment.
Transferability potential	The transferability of this good practice is high, considering that reforestation practices promoted by private companies are not a novelty. However, the innovative and disruptive character of this project is the leadership of a private company of a project that also joins together public decision makers and local actors, a practice that can easily be transferred to other sustainability projects’ areas.
Funding and sustainability	The project was funded by Jerónimo Martins, who provided 5 million EUR for the reforestation efforts of Serra do Açor. To ensure its sustainability, Serra do Açor forest should be part of an integrated forest management plan (by the municipality), supported by scientific findings (by the Coimbra School of Agriculture) and is essential that local citizens are trained to manage different solutions in an integrated and long-term way, to ensure that they value the natural capital of Serra do Açor.

Sources and further information:
<https://feed.jeronimomartins.com/will/a-fresh-start/and> https://bcdportugal.org/wp-content/uploads/2023/01/Act4nature_Caso-de-estudo_Serra-do-Acor_v_maquete.pdf

4.7.3. Third sector

DariAcordar Association	ZERO WASTE Movement for surplus food produced																																		
<p>The ZERO WASTE Movement was born from a citizens’ movement in Lisbon, when, during an economic and social crisis, huge quantities of meals and end-of-life food were being deposited in waste containers, which could have been recovered for human consumption.</p> <p>On their own initiative, but always with the institutional support of the Lisbon Municipality, the ZERO WASTE network started growing in the municipality, with the aim of forwarding food surplus produced in the municipality – from the industry, commerce, and consumption – to charitable institutions.</p> <p>Between 2013 and 2020, more than 60.000 people have been supported by this initiative, with more than 1800 tons of food surplus recovered. Currently, the ZERO WASTE Movement works with 201 doner and charitable institutions in the Lisbon area and intends to continue to lead by example and reach other regions of Portugal.</p>																																			
Why is this such a good practice?	Lessons learned																																		
<ul style="list-style-type: none"> The movement started as a citizens’ initiative, after the identification of a need (i.e., due to the economic and financial crisis, several families were not able to buy basic food products) and of a concrete solution to solve the social problem (i.e., having several doner entities donating their food surplus production to these families that otherwise would go to waste). The movement is twofold: it supports families in need, by providing concrete assistance, and promotes a circular economy model related with no food waste at a local level. It is based on the United Nations moto of “Think Global, Act Local”. ZERO WASTE might have started as a citizens’ movement, stimulated by the identification of a local need, but has reached other municipalities of Lisbon with the same problem. It has grown into a fully-fledge association, DariAcordar, leading by example. 	<ul style="list-style-type: none"> Social responsibility often comes from the identification of local needs. Citizens from the municipality of Lisbon not only identified a concrete social need but were able to develop a concrete social solution for families in need, combining it with an environmental perspective. According to data from ZERO WASTE, more than 37 million meals have been provided to needed families between 2013 and 2020. With more than 200 entities, it involves and stimulates a network of private (usually the doners) and public (usually the beneficiary charities) organisations, that gladly have joined the movement. The initial support of Lisbon Municipality gave the movement the push it needed to grow and serve as a good practice, which has already been transferred successfully to 9 other municipalities of Portugal. 																																		
Transferability potential	Implementation complexity																																		
<p>Low High</p>	<p>High Low</p>																																		
Contribution to the SDGs																																			
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4. Conclusion

This document intends to provide contextual information about the SDGs and a roadmap to increase engagement with companies and business owners by presenting action vignettes addressing the nine practice principles to accelerate a culture of ownership and understanding sustainable development.

The shift towards more sustainable business practices presents challenges that may differ according to the national, regional and local backgrounds and context of economic activity. By identifying 21 good practices from six countries and the public, private and third sectors, the framework intends to inspire all relevant stakeholders by showing concrete examples already promoting sustainable development and a positive input towards sustainability.

This work results from a vision shared by all partners, on which knowledge development and dissemination are essential steps towards greater sustainability of business practices and, as a result, society as a whole.

The partnership expects this framework to function as an inspirational source and action promoter within all relevant stakeholders, regardless of skill level, background and socioeconomic area, either by directly promoting change or strengthening society's capacity to demand change and accountability.

The overall tables presented below summarize all relevant findings and the most relevant aspects from each practice principle and best practice, namely, the reference questions, and transferability and implementation potential, as well as the most impacted SDGs by each practice.



Practice Principles								
Commit to mainstream the Agenda 2030 aspirations and its 17 Global Goals	Put global values, vision, corporate responsibility and sustainability at the core	Contribute to the world by aligning with the SDGs, both locally and globally	Embrace holistic business approaches in a post-pandemic context	Connect business strategies with global priorities	Strengthen multi-stakeholder's relations and support future policy direction at regional, national and European levels	Lead by example in terms of ethics, employees engagement and operational footprint	Develop both future and existing leaders through intergenerational learning	Equip leaders with the LEADING 2030 competences
Sustainability			Business Practices			Leadership		
Reference questions for action								
Do I know what the Agenda 2030 is?	Do I know what Corporate Social Responsibility (CSR) is?	Do I know what the 17 Sustainable Development Goals mean in practice?	What is the holistic business approach?	Why should I, as a business owner or manager, adopt a sustainable business strategy?	What is SDG 17 about?	Do I know what it is to lead by example in sustainable development?	Do I understand what intergenerational learning is?	Why is it essential for leaders to possess the LEADING 2030 competences?
What are the SDGs	Do I know how a business can be socially responsible or sustainable in real life?	Do I know the significance of the implementation of the 17 sustainable SDGs?	What are the benefits of adopting a holistic approach in business?	Why should I, as a consumer, prefer products from sustainable enterprises?	How can I learn more about creating partnerships	Do I know the significance of sustainable leadership?	Do I know why intergenerational learning is important for businesses?	How do the LEADING 2030 competences contribute to both business success and the SDGs?
I am aware about my possible actions/role towards SDG?	How is "putting global values, vision, corporate responsibility and sustainability at the core" important in the business sector?	How does management behaviour influence the implementation of goals?	What is ESG?	Should I, as a business owner or manager, prefer suppliers that have certified recycled raw materials?	What is the role of partnerships to the implementation of SDGs?	How do ethics contribute to sustainable development?	Do I know how encouraging intergenerational leadership can help businesses grow?	In what ways does this PP bridge the gap between profit-driven objectives, and social and environmental responsibilities?



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Practice Principles								
Commit to mainstream the Agenda 2030 aspirations and its 17 Global Goals	Put global values, vision, corporate responsibility and sustainability at the core	Contribute to the world by aligning with the SDGs, both locally and globally	Embrace holistic business approaches in a post-pandemic context	Connect business strategies with global priorities	Strengthen multi-stakeholder's relations and support future policy direction at regional, national and European levels	Lead by example in terms of ethics, employees engagement and operational footprint	Develop both future and existing leaders through intergenerational learning	Equip leaders with the LEADING 2030 competences
Sustainability			Business Practices			Leadership		
What impacts can my actions have towards the Agenda 2030 and SDGs?	Do I know what the UN Global Compact is?	Do I know about the long-life effect of SDGs in my own business?	What is the correlation between holistic approach and ESG?	What measures can I as a business owner or manager take in order to protect the environment?	What is the SDG Actions Platform?	How does employees' engagement contribute to sustainable development?	How can intergenerational leadership lead to my organisation reaching its sustainability goals?	How does this PP's emphasis on the SDGs align with the global sustainability agenda, i.e., the Agenda 2030?
	Where can I find more information about these sustainable and responsible global values?		Why is it important to adopt a sustainable holistic business strategy now?			What is operational footprint and how can minimising it contribute to sustainable development?		

TABLE 3. OVERVIEW OF THE PRACTICE PRINCIPLES AND REFERENCE QUESTIONS, OWN SOURCE (2023)



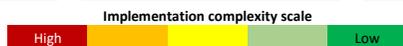
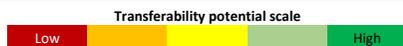
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Key area	Country	Sector	Best Practices	Transferability potential	Implementation complexity	SDGs to which the contribution is "high"
Sustainability	Estonia	Public	Digitalization of public services	High	Low	7, 10, 12, 13, 14, 15, 16
		Private	Circular Economy in Manufacturing Initiative	High	Low	7, 10, 12, 13, 14, 15, 16
		Third	Let's Do It Foundation	High	Low	7, 10, 11, 12, 13, 14, 15, 16
	Germany	Public	The circular way of water	Low	High	4, 6, 7, 9, 11, 12, 13, 14, 15
		Private	The Green Dot	High	Low	8, 9, 11, 12, 14, 15
		Third	Tafel Dresden	High	Low	1, 2, 3, 12
Business practices	Spain	Public	PRAE - Environmental and Educational Proposals	Low	Low	4, 5, 7, 11, 12, 13
		Private	Green Forest	High	Low	3, 8, 9, 10, 11, 12, 13
		Third	Amigos de la Tierra (Friends of Earth)	High	Low	3, 4, 5, 10, 12, 13
	Greece	Public	Heraklion Municipality HUB - Dimoskopio	High	Low	1, 4, 5, 8
		Private	Reduce the Consumption and Disposal of Single-use Plastics (SUP) -SUPMed Project	High	Low	6, 11, 12, 14
		Third	Women do Business	High	Low	5
Leadership	Cyprus	Public	Digital Cyprus 2025	High	Low	9, 11, 16
		Private	Sustainable Development Committee	High	Low	3, 4, 5, 8, 9, 10, 12, 13
		Third	"Agia Skepi bio"	High	Low	1, 2, 3, 8, 10
	Ireland	Public	CAROs – Cross-Regional Climate Action Committees	High	Low	7, 11, 12, 13, 17
		Private	Musgrave Paving the Way for Sustainable Groceries	High	Low	3, 8, 11, 12
		Third	Developing Ireland's Perspectives of the SDGs	High	Low	All SDGs
	Portugal	Public	ODSlocal –Municipal platform on sustainable development goals	High	Low	All SDGs
		Private	Reforestation of Serra do Açor forest	High	Low	15
		Third	ZERO WASTE Movement for surplus food produced	High	Low	1, 2, 6, 12, 17

TABLE 4. OVERVIEW OF THE PRACTICES IDENTIFIED, OWN SOURCE (2023)





5. Final Remarks

The table below provides contextual information about the development of the practice principles and best practices, which may add relevant context to a better understanding of these essential elements of the framework.

Partner	Practice principles and best practices	Key area
CEDRU	Coordinated the overall development of the framework Developed practice principle #1	Sustainability
CUJABLU	Developed practice principle #2 Provided 3 best practices (public, private and third sector) from Estonia on key area:	
IB	Developed practice principle #3 Provided 3 best practices (public, private and third sector) from Germany on key area:	
Disruptia	Developed practice principle #4 Provided 3 best practices (public, private and third sector) from Spain on key area:	Business Practices
HCCI	Developed practice principles #5 and 6 Provided 3 best practices (public, private and third sector) from Greece on key area:	
CARDET	Developed the final framework into a flipbook Developed practice principle #7 Provided 3 best practices (public, private and third sector) from Cyprus on key area:	Leadership
FIP	Proofread the Framework for English Developed practice principle #8 Provided 3 best practices (public, private and third sector) from Ireland on key area:	
Mindshift	Developed practice principle #9 Provided 3 best practices (public, private and third sector) from Portugal on key area:	

TABLE 5. PARTNERS CONTRIBUTIONS TO THE PP AND BEST PRACTICES, OWN SOURCE (2023)



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LEADING2030 - Boost post-pandemic business practices for sustainable development for 2030

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Practice Principle Framework

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