BEST PRACTICE HANDBOOK

TREE
Training and Resources
to Enable green Era

PARTNERS

AdM AGENZIA d'INFORMAZIONE MEDITERRANEA

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ZEUS CONSULTING S.A.

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Introduction

In the global pursuit of sustainable practices, the identification and cultivation of transversal green skills have become imperative. These skills, applicable across diverse industries and crucial for employability, are particularly significant for individuals seeking employment and current employees aiming to align with green initiatives. This handbook aims to compare and, analyze courses on transversal green skills offered in Italy, Spain, and Greece, and identify gaps in green skills training. The objective is to pinpoint skills that are universally relevant, ensuring broad applicability across sectors and fostering sustainability in the workforce.

Research Objectives:

- Identify cross-cutting green skills
- Understand relevant existing courses and what they can offer
- Highlight best practices and methodological approaches

Research Methodology

Course Selection:

The course selection process involved a meticulous examination of publicly offered, private, and university-provided trainings across Italy, Spain, and Greece. The courses were selected from accredited training providers and institutions. The selection criteria emphasized the diversity of courses, ensuring representation from public services, private entities, and academic institutions.

Search Strategy:

Specialized search engines tailored to each country were employed to identify a comprehensive array of green skills courses. Country-specific search engines were utilized to navigate through public, private, and university training programs. The searches were conducted using a range of keywords related to green skills, sustainability, and environmental education.

Inclusion Criteria:

Courses that met the following criteria were included in the research:

- Offered by public services, private organizations, or accredited universities.
- Focused on a variety of green skills in different sectors to capture a comprehensive overview.
- Addressed skills relevant to sustainability and environmental practices.
- Varied in terms of industries covered to identify transversal green skills applicable across sectors.

Diversity of Green Skills:

To ensure a well-rounded understanding of green skills, courses were selected based on the diversity of skills offered. Different areas such as agribusiness, energy management, circular economy, and environmental policy were included. This strategic approach aimed to provide a comprehensive picture of green skills that are not only specific to certain industries but also share commonality across diverse sectors.

Identification of Transversal Green Skills:

The research focused on identifying skills that transcended specific industries and were applicable across various sectors. Special attention was given to skills that were commonly addressed across different courses and industries, leading to the identification of transversal green skills. This process involved analyzing the course content, key skills covered, and their potential applicability to a broad spectrum of professional domains.

Data Collection and Analysis:

Data collection involved gathering detailed information on each selected course, including key green skills covered, training methodologies, and available resources. The collected data was systematically organized and analyzed to identify patterns, commonalities, and trends. Comparative analysis across countries facilitated the recognition of shared green skills and insights into potential areas of focus for developing transversal training programs.

Conclusion:

The research methodology employed a systematic and comprehensive approach to select, analyze, and compare green skills courses across Italy, Spain, and Greece. By focusing on diverse courses and industries, the aim was to identify transversal green skills that can serve as a foundation for developing cross-sectoral training program beneficial for workers across different industries or job roles.

Results of desk research - VET Training Courses on Transversal Green Skills - Information Collection Template

ITALY

Country Search	Italy (Rome)
Title course	Blue and Green Economy
Provider (Private/Public/University)	Cies Onlus (Centre for Development, Information and Training)
Public target	Young people (18-24 years old). NEET (18-30 years old not currently in education, study or work) Women (All age). In addition, the course is open only to people residing or domiciled in the Lazio and Sicily regions.
Course duration	3 months
Main green skills acquired:	Skill 1: Analysis of evolutionary trends in the agri-food sectors; Skill 2: waste management; Skill 3: development of skills with general and specialized skills;
Training Methodology	• Online training; • The training will take place mainly online, in asynchronous mode through an e-learning platform; • In presence; • Training in classroom and synchronous mode; • Thematic forums on people; • Meetings with experts in the relevant sector; • Online Forums & Seminars;
Course content	• Blue & Green Economy Sectors: Opportunities and Challenges; • Agri-food sector: introduction to the industrial, production, processing and logistics activities of the sector (agriculture, animal husbandry, fishing industry); • Waste Management Sector: introduction to the industrial, production, processing and logistics activities of the sector (recycling, reuse) - Supply chain, operations AND sales with a focus on the agri-food and waste management sectors; • Innovation, sustainability AND environmental conservation.
Resources available	E-learning platform, workshops, forums and seminars, internships and project work.
Certification offered	Certificate of Attendance

Country Search	Italy (Naples)
Title course	IFTS TERRA+ highest level of technicalities on earth and environmental monitoring for the ecological transition and the circular economy
Provider (Private/Public/University)	CONSORTIUM FORM
Public target	Employed, unemployed AND unemployed young people and adults
Main green skills acquired:	Skill 1: support for the definition, analysis and characterization of territories from the point of view of environmental components and crisis conditions, with the task of studying and analyzing the ecosystem and the environmental impact of processes for the purpose of pollution prevention, assisting companies and professional firms dealing with water treatment plants and waste management; Skill 2: design studios, companies and institutions active in the planning, planning and design of maintenance and enhancement of the territory.
Training Methodology	Teaching activities, laboratory activities, seminars, conferences and internships.
Course content	1: Adopt behaviors and strategies functional to the effectiveness and efficient execution of activities (40 hours of practice) • Guidance, coaching, team working, problem solving 2: Interact in group work, adopting communication and behavioral models that ensure the achievement of a common result (75 hours of theory and practice) • Individual and group behavior, counseling. • English Language. • Technology/digital tool information. 3: Solve problems related to the technical sector of reference using mathematical concepts, methods and tools (40 hours of theory and practice) • Mathematical analytics. • Statistics, data in progress AND analysis with tables. 4: Participates in environmental impact assessments and monitoring, plans for environmental systems and processes for the protection and preservation of the territory (235 hours of theory and laboratory practice) • The principles of ecology, geology and geomorphology. • Environmental impact assessment, strategic environmental assessment and "non-significant". Damage' (DNSH) principle for industrial and infrastructural sites. • Environmental chemistry In industry: environmental characterization of contaminated sites and remediation techniques. • Chemistry for the Environment in Industrial Settings: The Role of Analytical Chemistry in Safeguarding the Quality of Water Resources. • Chemistry for the industrial environment: monitoring and control of gaseous emissions from production cycles. • Digital cartography for environmental impact monitoring and communication to businesses and communities.

	5: Collaborate in land and environmental management, intervention in the diagnostic-functional supervision of purification plants and waste collection and disposal systems (175 hours of theory, practice and internship) • Chemistry for the environment in the industrial field: operations and design of plants for the treatment of gaseous waste. • Chemistry for the industrial environment: monitoring and control of gaseous emissions from production cycles; • Prevention and management of contamination, assessment of the impact of wastewater and waste. • Legislation, sampling techniques referable to the Ispra/Arpac control system. • Assessment of the impact of wastewater and waste; legislation, sampling, management and environmental regulations. • Surface water and wastewater monitoring and management. Rivers Functionality (IFF). • Prevention of contamination in urbanized areas. Community participation in sustainability and ecological transition plans and programs. 6: Participate in activities on the circular economy by reducing the impacts of industrial plants (105 hours of theory, practice and internships) • Techniques and methodologies for life cycle assessment - LCA (ISO 14040 - 14044). • Circular management of the impacts of industrial tanning plants. • Chemistry for the environment in industry: functional organic compounds from the circular bioeconomy 7: Design and implementation of a system for the environmental safety, health and well-being of workers in industrial activities (130 hours of theory, practice and internship) • Management of industrial enterprises: environmental safety, health and well-being of workers.
Available Resources	Cite Any additional resources provided (materials, online platforms, etc.)
Certification offered	Certification of Highest Technical Specialization

Country Search	Italy (Turin)
Title course	Energy Manager
Provider (Private/Public/University)	ITS Energy Piedmont
Public target	Employed, unemployed or unemployed persons of working age with a five-year baccalaureate
Course duration	2 years
Main green skills acquired:	Skill 1: Advanced Skills in the Software Industry Skill 2: Competence in implementation and project structure
Training Methodology	Lessons with innovative projects, workshops and company visits and internships.
Course content	• Exploitation of renewable energy to produce energy in a sustainable way; • Optimize existing installations to maximize energy efficiency; • Acquiring practical and theoretical skills essential for an evolving and increasingly important sector.
Resources available	Network and collaborate with experts
Certification offered	Highest Technical Diploma

Country Search	Italy (Naples)
Title course	Green Maintenance Technician
Provider (Private/Public/University)	AdIM srl
Public target	The following requirements are necessary for admission to the Green Maintenance training course: a) possession of a high school diploma; b) persons over 18 years of age between 30 and 65 years of age, resident and/or domiciled in Campania, who are alternately in at least one of the following situations: • Beneficiaries of social safety nets during the employment relationship: specifically categories of workers They are identified in the 2022 Law Budget; • Beneficiaries of social safety nets in the absence of an employment relationship: unemployed NASPI or DIS-COLL recipients; • Beneficiaries of income to support for a state of well-being: Recipients of Citizenship Income; • Fragile or vulnerable workers: women in disadvantaged conditions, people with disabilities, mature workers (55

	years and over), people who are in charge or are referred by the operational body of the social or socio-health services system and/or are included in social inclusion projects/interventions; • Unemployed without support income: unemployed for at least six months, other workers with fewer job opportunities (young people and women, even if not in fragile conditions), self-employed workers who cease working or with very low incomes; • Workers with many low incomes (the so-called working poor): whose income from employment or self-employment is below the disability threshold according to tax legislation.
Course duration	180 hours
Main green skills acquired:	Skill 1: Apply soil preparation techniques Skill 2: Applying weeding techniques Skill 3: Use of agricultural tools Skill 4: Use of personal protective equipment (PPE) Skill 5: Use irrigation systems Skill 6: Using tools for distribution pesticide Skill 7: Apply phytosanitary regulations with particular reference to plant "passports" Skill 8: Apply phytosanitary rules with reference to quarantine pests and possible requirements Skill 9: Apply to pruning techniques
Training Methodology	Educational activities and internships
Course content	• The principles of plant physiology: physical, chemical and biological characteristics; • Elements of tree cultivation; • Elements of phytosanitary regulations; • Elements of entomology and pathology; • Elements of green project; • The principles of general and special agronomy.
Resources available	Activities with experts
Certification offered	Green Maintenance Technician

Country Search	Italy (Campania)
Title course	Oil Producer
Provider (Private/Public/University)	Popular University
Public target	• Secondary school diploma • 18 years old
Course duration	250 hours
Main green skills acquired:	1. Use of machinery for filling and sealing food containers (glass bottles, pet bottles, milk, ...); 2. Apply proper storage and clarification of olive oil; 3. Adopt appropriate behavior to maintain the necessary hygienic and safety conditions; 4. Apply for sanitization and sterilization of procedures for environments, materials and equipment; 5. Transporting waste out of storage and related operations;
Training Methodology	Specific training room AND technical training through practical/laboratory activities.
Course content	• Food packaging • Control and initial treatment of materials for oil production • Execution of crushing operations • Cleaning, processing and food manufacturing machinery
Resources available	Activities with experts
Certification offered	Professional qualification of "oil producer"

Country Search	Italy (Milan)
Title course	Minimum Environmental Criteria (CAM)
Provider (Private/Public/University)	Bureau Veritas Training
Public target	Designers (engineers, architects, surveyors, etc.)
Course duration	16 hours
Main green skills acquired:	CAM structure and content; Technical specifications for building groups; Erosion AND sedimentation control plan; Waste Management Plan; Noise, dust and air quality control plan; Environmental criteria in tenders.
Training Methodology	Web Seminar
Course content	The course provides a basic knowledge of Environmental Sustainability. Problems and application of the Minimum Environmental Criteria giving a

	clear view of the structure of the Ministerial Decree and the obligations but also of the opportunities in tendering, design and execution.
Resources available	Activities with experts
Certification offered	CAM Certification Expert Skills in Construction

Country Search	Italy (Alba prov. Cuneo)
Title course	Mechanical Operator
Provider (Private/Public/University)	Shaping
Public target	The course is aimed at young people (girls and boys) with an upper secondary school diploma
Course duration	990 hours per year for three years, including a period of 300 hours of internship in the third year, part of which can be spent abroad with Erasmus+ Mobility Projects
Main green skills acquired:	Traditional machining on CNC machine tools: production of mechanical parts by machining on traditional and numerically controlled machine tools. Machining and mechanical assembly, technology: calculation of cutting parameters such as speed, chip cross-section, cutting depth, feed selection, speed, calculation of power, stress, machine tool performance and machining times. Mechanical drawing and rascal: creation, interpretation and reading of particular and complex mechanical drawings. Mechanics: concepts of force, pressure, energy, work and their units of measurement in the international system, safety at work.
Training Methodology	Specific training room and technical training through practical/laboratory activities.
Course content	Language: Italian, English; Mathematics, Health Sciences and the Environment, Digital Skills, Economics and Business Organization, Citizenship and Equal Opportunities, Orientation, People and Civilizations, Key Competences.
Resources available	Activities with experts
Professional qualification	990 hours per year for three years Including a period of 300 hours of internship in the third year, part of which can be spent abroad with Erasmus+ Mobility Projects

SPAIN

Country Search	Spain
Title course	«Business sustainability» (in spanish language)
Provider (Private/Public/University)	SGS Academy (private)
Public target	Heads of Communication and Marketing Institutional Relations Area Human Resources (HR) Financial profile that maintains investor relations Quality/Environment Environment/Prevention (engineers, architects, surveyors, etc.)
Course duration	15 hours
Main green skills acquired:	Skill 1: Current context of sustainability in organizations. Skill 2: The requirements of regulators and stakeholders and developing a corporate Sustainability Plan. Skill 3: Understand the current ESG context and lead the company's sustainability strategy.
Training Methodology	TRAINING ACTIVITIES In-depth activities in each of the each of the course modules. REFERENCE MATERIAL Material used to develop the course and reference material. KNOWLEDGE TEST Final knowledge test as the end of the course.
Course content	MODULE 1- INTRODUCTION TO SUSTAINABILITY • What do we mean by sustainability? • National and European legislative framework current and future. • Global sustainability initiatives: Sustainable Development Goals (SDGs), Agenda 2030, Global Compact, etc. • Dual materiality • Sustainability ratings and analysts: Dow Jones Sustainability Index, CDP, MSCI, etc. MODULE 2 - STAKEHOLDERS AND MATERIALITY • Identification of stakeholder groups stakeholders of the organisations • Communication channels with stakeholders • Identification of material issues for the organisation issues for the organization • Materiality matrix MODULE 3 - DESIGNING A SUSTAINABILITY STRATEGY • Material aspects identified in the materiality analysis • Definition of actions associated to the material aspects • Verifying the action plan • Improving the action plan MODULE 4 - SUSTAINABILITY REPORT SUSTAINABILITY REPORT

	• Reporting standards: GRI Standard and SASB. • The integrated report. • The statement of non-financial information information (NFI) • Verification of the Sustainability Sustainability Report/NFI. • Communication of the Sustainability Report or Sustainability Report. • New European Directive on Corporate Sustainability Reporting Directive (CSRD).
Resources available	Online, virtual classroom
Certification offered	COURSE CERTIFICATION The SGS Certificate is available (if a minimum score in the final assessment will be passed) Price 692 € + VAT

Country Search	Spain
Title course	«Sustainability, eco-design and innovation teams: supporting the company's green transition» (in spanish language)
Provider (Private/Public/University)	National Employment System (public). Official requirements for training entities or centres: To be registered in the Register of Training Entities (Public Employment Services).
Public target	• Life science technicians, in general; • Technical project engineers; • Senior technicians in business organisation and administration, general; • Senior human resources technicians, general;
Course duration	160 hours
Main green skills acquired:	Skill 1: Ecodesign Skill 2: Consumption Skill 3: Circular economy
Training Methodology	The development of this training will be eminently practical, without prejudice to a theoretical approach that serves to contextualise each and every one of the programmed contents. As a methodological constant, it is relevant to dynamise the participants by creating group synergy from the beginning of the training, providing them with experiences to work as a team throughout the Teaching-Learning Process. It is recommended to provide the possibility for interested students to carry out non-labour internships in companies at the end of the training, with the aim of facilitating labour market insertion.

	This course must guarantee that its delivery will have a positive impact on equality, analysing the training resources from a gender perspective, which implies considering the role that women play in applying for and receiving the course.
Course content	MODULE 1. Ecodesign, Efficient Manufacturing and Sustainable Projects • Description of organisational culture as a key element for a gre transition • Life Cycle Assessment (LCA) in the measurement of environment impacts • Application of Ecodesign in the improvement of products and service • Application of strategies for Efficient Manufacturing. MODULE 2. Consumption and circular economy • Introduction to the Circular Economy as a new economic model • Analysis of Ecolabelling as environmental • Marketing • Use and market application of Environmental Product Declarations. • Implementation of circular consumption strategies • Characterisation of Competitive Environmental Monitoring MODULE 3. Sustainability and innovation teams in business • Analysis of the Sustainable Development Goals (SDGs) in business. • Identifying and engaging with individual and group human talent • Creation and boosting of innovation and high performance teams • Conceptualisation of the innovation-oriented company
Resources available	Offline, classroom
Certification offered	Certification offered; it is free of charge but with access requirements for students.

Country Search	Spain
Title course	«TECHNOLOGIES SUPPORTING SUSTAINABILITY IN TOURIS ACCOMMODATION IN THE POST COVID ERA» (in Spanish language)
Provider (Private/Public/University)	National Employment System (public). Official requirements for traini entities or centres: To be registered in the Register of Training Entities (Public Employme Services).
Public target	For unemployed and Tourism and Hospitality Industry staff
Course duration	25 hours
Main green skills acquired:	Skill 1: Sustainable tourism after the Covid-19 pandemic
Training Methodology	The virtual learning material for this course will encompass a comprehensive multimedia format, maintaining a consistent structure and functionality. It will align with all elements outlined in the program (objectives and learning

	outcomes) detailed in the Register of Training Entities. The content must meet the following criteria: • Alignment with Program Objectives; • Structural Organization; • Application of Knowledge; • Multimodal Content; • Accessibility and Expansion; • Summarization and Evaluation.
Course content	MODULE 1: THE CURRENT TOURISM SITUATION IN THE POST ERA COVID-19 • Understanding the new tourism environment created by the COVID- 19 • Analysis of aspects and measures for the recovery of tourism activity tourism MODULE 2: TOURISM CHALLENGES IN THE POST COVID-19 • Analysis of the restructuring of tour operators • Estimating sustainable tourism after the Covid-19 pandemic • Analysis of employment recovery in the tourism and hospitality sector and hospitality sector
Resources available	Virtual classroom, on-line material
Certification offered	The final mark achieved will be expressed in terms of Pass/Fail

Country Search	Spain
Title course	«Business Modelling for the Circular Economy»
Provider (Private/Public/University)	*Ciconia. Environmental consultants (private)*
Public target	For all
Course duration	No information. It's totally online. Group Entrepreneurship Session (5 hours- at the most expensive plan)
Main green skills acquired:	Skill 1: Circular Economy Conceptualization Skill 2: Circularity Measurement skills Skill 3: Biomimetic Canvas skills Skill 4: Execution of Biomimetic Canvas skills
Training Methodology	The course adopts a structured approach to achieve its objectives, focusing on the principles of Circular Economy and leveraging tools like the Canvas and Biomimetic Canvas. The methodology is designed to provide participants with a deep understanding of circular business models and equip them with practical skills for implementation.
Course content	MODULE 1 - From the Linear economy to Circularity. 1.1. Concept of circular economy.

	1.2. Reasons for jumping ship from the linear economy. 1.3. Inspiration: models of circular economy thinking. 1.4. 1.4. Principles and characteristics of the circular economy. 1.5. Waste hierarchy and Multi-R criteria. 1.6. Circular Economy Model. 1.7. A legal basis for circularity: Regulations. MODULE 2 - Tools for the development of the Circular Economy 2.1. Why measure circularity? 2.2. Circularity indicators. 2.3. Main tools to measure circularity. MODULE 3 - Biomimetic Canvas 3.1. What is the biomimetic canvas? 3.1. What can we expect from the biomimetic canvas? 3.2. Applications of the biomimetic canvas. MODULE 4 - Execution of the biomimetic canvas (Part I) 4.1. Problem-solution fit 4.2. Customer segment 4.3. Circular product 4.4. Value proposition 4.5. Waste 4.6. Servitisation 4.7. Recovery system 4.8. Channels 4.9. Customer relations MODULE 5 - Execution of the biomimetic canvas (Part II) 5.1. Revenue stream 5.2. Key activities 5.3. Mimetics 5.4. Key resources Key partners in the value chain 5.6. 5.6. Cost structure 5.7. External factors 5.8. Natural selection 5.9. Minimum viable product MODULE 6 - Case study 6.1. Biomimetic service Canvas. 5.3. Biomimetic product Canvas.
Resources available	Online material
Certification offered	No mentioned. Price: 80 – 140€

Country Search	Spain
Title course	"Energy efficiency"
Provider (Private/Public/University)	Educatic (private) course subsidised by SEPE (public service of state employment)
Public target	Employees in one of the sectors listed below, within the energy activities: Water collection, elevation, conduction, treatment, purification and distribution industries. Electricity industry sector Service Stations Extraction, Production and Treatment of fuels and related activities except liquefied gas distribution agencies Renewable energies
Course duration	70 hours
Main green skills acquired:	Skill 1: Energy Efficiency Planning and Implementation Skill 2: Renewable Energy Knowledge Skill 3: Demand Management Skills
Training Methodology	The methodology of this online course appears to be structured and comprehensive, covering various aspects of energy, environmental impact, regulatory frameworks, and efficiency measures. The course is divided into different sections, each addressing specific topics related to energy and its efficient use.
Course content	**1. Introduction.** Energy and energy source. Environmental consequences and impacts of non- efficient use of energy. Future of energy development. **2. The current energy landscape.** World and Spanish energy context. Regulatory framework. **3. Saving and efficiency in the use of energy.** Energy saving and efficiency plans. Energy saving and efficiency in building and urban development. Efficient energy management in buildings and offices. Energy saving and efficiency in industry. Renewable energies Renewable energies 3.5.1. Current situation and objectives for 2020. **4. The energy sector.** Introduction to the structure of the energy sector. Objectives of industrial processes in the energy sector. Transport. Distribution. Demand management. **5. Energy efficiency in the industrial sector.** Introduction. Public energy saving measures. Private energy saving measures.

	Energy audits. Optimisation of energy use. **6. Energy efficiency in the residential sector.** Efficiency in buildings. Calculation methodology. Hulc Unified tool LIDER-Calener, is the unification in a single platform. CE3 and CE3X. Corrective measures.
Resources available	Online materials
Certification offered	No mentioned, course subsidised by SEPE

GREECE

Country Search	Greece
Title course	«Skill upgrading and retraining programs for workers in all sectors of the economy with an emphasis on 'green' skills» (in Greek language)
Provider (Private/Public/University)	*Greek Public Employment Service (Public)* in cooperation with the *Centre for Training and Lifelong Learning of the Hellenic Open University (University)*
Public target	For employees of the private sector
Course duration	80 hours
Main green skills acquired:	Skill 1: Renewable Energy Technologies Skill 2: Energy Efficiency Skill 3: Waste Management Skill 4: Water Management Skill 5: Environmental Policy and Regulation
Training Methodology	Theoretical training programs through synchronous and asynchronous distance learning.
Course content	Renewable Energy Technologies • Solar energy, applications and installations • Wind turbines, wind farming, planning and management • Hydroelectric power systems and environmental considerations Energy Efficiency • Benefits for businesses and the environment • Smart technologies for energy management • Sustainable techniques and energy-saving opportunities Waste Management • Sustainable waste management practices – reuse and recycling principles • Compliance with regulations • Sorting and processing recyclables Water Management

	• Sustainable water-use practices • Efficient water-use in different sectors • Implementing water-saving initiatives Environmental Policy and Regulation • Legal responsibilities for businesses • Case studies on successful policy implementation • Evaluating and influencing environmental policies
Resources available	Pdf material, on-line material
Professional qualification	Certification offered, plus subsidized

Country Search	Greece
Title course	«Skill Upgrading and Retraining in High-Demand Sectors with Emphasis on Digital Green Skills» (in Greek language)
Provider (Private/Public/University)	*Ergasia Kek (private)*
Public target	For unemployed over 18 years old
Course duration	200 hours
Main green skills acquired:	Skill 1: Data Analytics for Green Decision-Making Skill 2: Green IT and Sustainable Computing Skill 3: Digital Collaboration for Sustainable Practices
Training Methodology	Theoretical training programs through in-person, synchronous and asynchronous distance learning.
Course content	Data Analytics for Green Decision-Making • Introduction to data analytics tools for environmental insights • Analyzing environmental data to inform decision- making Green IT and Sustainable Computing • Strategies for reducing the environmental impact of information technology • Sustainable practices in hardware and software development Digital Collaboration for Sustainable Practices • Utilizing digital platforms for remote collaboration in environmental initiatives • Case studies on successful digital collaboration for sustainability projects
Resources available	Pdf material, on-line material
Professional qualification	Certification offered, plus subsidized

Country Search	Greece
Title course	«Training and employment program for Unemployed individuals in the Green Economy» (in Greek language)
Provider (Private/Public/University)	*Ergasia Kek (private)*
Public target	For unemployed between 25 – 45 years old
Course duration	80 hours
Main green skills acquired:	Skill 1: Sustainable Energy Practices for the Green Economy Skill 2: Principles of Sustainable Design and Construction Skill 3: Navigating Environmental Laws in the Business World Skill 4: Digital Tools for Green Initiatives
Training Methodology	Theoretical and on-site training programs through in- person, synchronous and asynchronous distance learning.
Course content	Sustainable Energy Practices for the Green Economy • Energy efficiency strategies • Renewable energy technologies Principles of Sustainable Design and Construction • Green building concepts • Leadership in Energy and Environmental Design (LEED) Navigating Environmental Laws in the Business World • Environmental Impact Assessments • Corporate Social Responsibility (CSR) • Advocacy for Green Policies Digital Tools for Green Initiatives • Digital platforms for environmental collaboration • Cybersecurity in the Green Economy • Digital Marketing for green businesses
Resources available	Pdf material, on-line material
Professional qualification	Certification offered, plus subsidized, plus 6-month internship in the private sector.

Country Search	Greece
Title course	«MYSEA – Mediterranean Youth, NEETs and women advancing Skills, Employment and Awareness in the blue and green economy» (in Greek language)
Provider (Private/Public/University)	*EUROTraining (private) under the financing of EU*
Public target	For youth between 24-40, NEETS and women of all ages
Course duration	80 hours

Main green skills acquired:	Skill 1: Soft Skills on Green Economy Skill 2: Digital Skills on Green Economy Skill 3: Agriculture and Waste Management Skill 4: Development of Entrepreneurship ideas on Green Economy
Training Methodology	Theoretical training programs through in-person, synchronous and asynchronous distance learning.
Course content	Soft Skills on Green Economy • Communication skills in the green workplace • Adaptability and resilience in the face of environmental changes • Leading green initiatives Digital Skills on Green Economy • Data analytics for environmental insights • Digital collaboration tools • Digital Marketing for Green Businesses Agriculture and Waste Management • Organic farming practices • Waste reduction and recycling • Agroecology and biodiversity Development of Entrepreneurship Ideas on Green Economy • Business Planning for Sustainability • Funding and Financing for Green startups • Pitching Green Business Ideas
Resources available	Pdf material, on-line material
Professional qualification	Certification offered

Country Search	Greece
Title course	«Training program for waste management and alternative uses» (in Greek language)
Provider (Private/Public/University)	*IEK Volteros (Private)* in cooperation with the *Ministry of Labout (Public)*
Public target	For unemployed individuals older than 18 years old
Course duration	80 hours
Main green skills acquired:	Skill 1: Waste Management Fundamentals Skill 2: Recycling Techniques and Practices Skill 3: Alternative Uses of Waste Materials Skill 4: Entrepreneurship in Waste Management
Training Methodology	Theoretical training programs through in-person, synchronous and asynchronous distance learning.
Course content	Waste Management Fundamentals • WM Principles • Waste Classification and Identification • Legislation and Regulation Recycling Techniques and Practices

	• Recycling Technologies • Promoting recycling in communities • Developing educational programs on recycling awareness Alternative Uses of Waste Materials • Creative re-use of waste • Upcycling techniques • Products and processes based on circular economy principles Entrepreneurship in Waste Management • Developing a green business mindset • Waste management project development • Building a sustainable client base
Resources available	Pdf material
Professional qualification	Certification offered, plus subsidized

Country Search	Greece
Title course	"Skill upgrading and retraining programs for unemployed in all sectors of the economy with an emphasis on digital and 'green' skills." (in Greek language)
Provider (Private/Public/University)	*Greek Public Employment Service (Public)* in cooperation with the *Centre for Training and Lifelong Learning of the Hellenic Open University (University)*
Public target	For unemployed
Course duration	120 hours
Main green skills acquired:	Skill 1: Green Technologies Skill 2: Energy Efficiency and Waste Management Skill 3: Energy Efficiency and Water Management Skill 4: Smart Technologies for Green Skills Skill 5: Environmental Policy and Regulation
Training Methodology	Theoretical training programs through in-person, synchronous and asynchronous distance learning.
Course content	Green Technologies • Applications and importance in various industries • Smart Transportation solutions • Integration of renewable energy systems into infrastructure Energy Efficiency and Waste Management • Strategies for optimizing energy consumption • Energy and waste auditing • Circular Economy Practices • Benefits for businesses and the environment • Sustainable water management practices in various sectors • Integrated Water and energy planning • Case studies on successful integrated planning

	Smart Technologies for Green Skills • IoT in Green Technologies • Digital Platfforms for environmental monitoring • Citizen science in Green Skills Environmental Policy and Regulation • Environmental Impact Assessment • Case studies on successful policy implementation • Evaluating and influencing environmental policies
Resources available	Pdf material
Professional qualification	Certification offered, plus subsidized

National Research Context and Methodology

Following our comprehensive desk research analyzing VET training courses across Italy, Spain, and Greece, we undertook an in-depth national research phase to validate and expand upon our initial findings. This additional layer of investigation proved crucial in providing ground-level insights and verifying the practical implementation of green skills training in each country.

Methodology of National Research:

1. **Stakeholder Interviews**
- Conducted structured interviews with VET providers, including both public and private institutions
- Engaged with industry representatives to understand current green skills demands
- Consulted with policy makers involved in environmental education and training

2. **Field Surveys**
- Distributed comprehensive questionnaires to training centers
- Gathered feedback from current and former program participants
- Collected data on employment outcomes and skill application

3. **Case Study Analysis**
- Examined successful implementation cases of green skills training
- Documented best practices and challenges in each country
- Analyzed the impact of training on employment opportunities

Key Findings from National Research:

1. **Training Implementation**
- Confirmed the existence of a gap between theoretical framework and practical implementation

- Identified variations in teaching methodologies and resource allocation
- Revealed the importance of regional adaptations in training delivery

2. Stakeholder Perspectives

- Employers emphasized the need for practical, hands-on experience
- Training providers highlighted challenges in updating curricula to match rapid technological changes
- Learners expressed strong interest in green skills but needed clearer career pathways

3. Regional Variations

- Italy: Strong focus on industrial applications and technological integration
- Spain: Emphasis on entrepreneurial aspects of green skills
- Greece: Growing integration of digital components in green skills training

4. Common Challenges

- Resource constraints affecting practical training components
- Need for more qualified instructors in specialized green technologies
- Balancing standardization with local market needs

Major Environmental Competencies Framework

Environmental competencies are crucial for organizations adapting to ecological challenges. The following framework outlines five key competencies that enable both small and large organizations to manage their environmental impact and promote sustainable practices.

1. Energy Management

Energy management encompasses practices and strategies for optimizing organizational energy use while reducing carbon footprint. Key aspects include:

- Implementation of energy-efficient lighting systems
- Systematic monitoring and control of energy consumption
- Investment in renewable energy sources
- Development of energy reduction incentive programs

2. Waste Management

This competency focuses on planning and executing waste collection, treatment, and disposal activities to minimize environmental impact. Core elements include:

- Implementation of comprehensive recycling systems
- Digitization initiatives to reduce paper waste
- Material reuse and sharing programs

- Organic waste management through composting
- Collaboration with specialized waste management partners

3. Responsible Water Use

This area concentrates on implementing practices for water conservation and efficient usage. Key components include:

- Installation of water-efficient fixtures and systems
- Rainwater harvesting initiatives
- Regular maintenance and leak detection
- Water consumption monitoring and auditing
- Wastewater treatment and reuse strategies

4. Mobility and Transport Management

This competency involves strategies for promoting sustainable transportation to reduce carbon footprint. Main aspects include:

- Promotion of alternative transportation methods (cycling, public transit)
- Implementation of remote work policies
- Development of rideshare programs
- Support for electric vehicle adoption
- Creation of sustainable corporate transportation systems

5. Employee Environmental Training

This competency focuses on developing environmental awareness and capabilities among staff through:

- Interactive workshops and training sessions
- Educational materials on sustainability
- Continuous learning programs
- Creation of sustainability ambassador programs
- Collaborative initiatives with educational institutions

Research Methodology Analysis for Green Skills Workshop

SPAIN (AiNP)

1. Study Overview

Date: Report dated 10/05/24 Location: Seville, Spain

2. Study Design

2.1 Mixed-Method Approach

- Qualitative: Field visits and direct observations
- Quantitative: Questionnaire-based data collection

3. Sample Characteristics

3.1 Organization Types

- large organizations (100+ employees)
- 3 smaller entities (<50 employees)

3.2 Sector Distribution

- Social services (e.g., Fundación Odontologia Social)
- Community organizations (e.g., Casa de Todos)
- Educational institutions
- Administrative sectors

4. Data Collection Methods

Phase 1: Field Research

- Format: In-person visits to organizations
- Approach: Direct observation and stakeholder interviews

Key Activities:

- On-site observations
- Problem identification sessions
- Brainstorming workshops for solutions
- Direct engagement with organizational staff

Phase 2: Questionnaire Implementation

Format: Structured questionnaire

Coverage Areas:

- Sustainability initiatives
- Employee engagement
- Training programs
- KPI measurement
- Technology integration
- Environmental practices
- Communication channels

5. Areas of Investigation

1. Organizational Structure and Processes
2. Sustainability Implementation
3. Training and Development
4. Performance Measurement
5. Technology Adoption
6. Employee Engagement
7. Environmental Initiatives

6. Methodological Strengths

1. Multi-perspective approach combining field research with structured data collection
2. Diverse organizational sample including varying sizes and sectors
3. Comprehensive coverage of sustainability aspects
4. Direct engagement with stakeholders

7. Methodological Limitations

1. Geographic limitation to Seville region
2. Relatively small sample size (5 organizations)
3. Potential self-reporting bias in questionnaires

4. Limited longitudinal perspective

8. Recommendations for Future Research

1. Expand geographic coverage beyond Seville
2. Increase sample size
3. Include longitudinal tracking of implementation
4. Add quantitative metrics for sustainability outcomes
5. Incorporate employee feedback mechanisms
6. Develop standardized assessment tools for cross-organization comparison

GREECE (ZEUS)

1. Study Overview

Date: March 22, 2024 Format: Online Workshop Location: Greece

2. Study Design

2.1 Mixed-Method Approach

- Qualitative: Online workshop discussions and brainstorming
- Quantitative: Follow-up questionnaire data collection

3. Sample Characteristics

3.1 Participants

- Initial Workshop: 4 representatives
- Additional Questionnaire Responses: 3 participants
- Total Sample Size: 7 participants

3.2 Sector Distribution

- Technological development
- Technical services

- Industrial laboratories
- Marketing services
- Educational institutions
- Social work
- IT sector
- Administration

4. Data Collection Methods

4.1 Phase 1: Online Workshop (I&B Workshop)

Format: Online informative and brainstorming session

Organizer: ZEUS Consulting

Framework: TREE project presentation (Erasmus+ funded)

Focus Areas:

- Environmental sustainability in business models
- Human resource management
- Behavioral changes
- Sustainable consumption habits
- Transversal green skills development

4.2 Phase 2: Questionnaire Implementation

Format: Structured questionnaire

Distribution: Sent to both workshop participants and additional partners

Respondent Types:

- IT experts
- Social workers
- Marketing specialists
- Educational institution representatives
- Administrators
- Technical personnel

5. Areas of Investigation

1. Business Models and Sustainability

2. Human Resource Management

3. Behavioral Change Strategies
4. Sustainable Consumption
5. Green Skills Development
6. Corporate Social Responsibility
7. Environmental Initiatives

6. Methodological Strengths

1. Multi-stakeholder engagement
2. Diverse sector representation
3. Combined synchronous (workshop) and asynchronous (questionnaire) data collection
4. Focus on practical implementation strategies
5. Connection to broader EU initiative (TREE project)

7. Methodological Limitations

1. Small sample size (7 total participants)
2. Geographic limitation to Greece
3. Limited synchronous participation (4 of 7 participants)
4. Potential self-selection bias in participation

8. Recommendations for Future Research

1. Increase sample size
2. Expand geographic coverage within Greece
3. Include more sectors and organization types
4. Implement pre and post workshop assessments
5. Add quantitative metrics for measuring impact
6. Develop comparative analysis with other EU countries
7. Include more interactive workshop elements

ITALY (AdIM)

1. Study Overview

Date: March 26, 2024

Format: Online Workshop Location: Italy

Organizer: AdIM Mediterranean Information Agency

2. Study Design

2.1 Mixed-Method Approach

- Qualitative: Online workshop discussions
- Quantitative: Questionnaire data collection
- Supplementary: Expert interviews

3. Sample Characteristics

3.1 Participants

- Workshop Attendees: 13 total (11 actively participating)
- Questionnaire Respondents: 13 companies
- Expert Interviews: 3 industry experts

3.2 Sector Distribution

- Agriculture
- Social work
- Cultural services
- ISO certification
- Educational institutions
- Various entrepreneurial sectors

4. Data Collection Methods

4.1 Phase 1: Online Workshop

Framework: TREE project (Erasmus+ funded)

Focus Areas:

- Green skills development
- Sustainability strategies
- Behavioral change
- Climate change mitigation

4.2 Phase 2: Questionnaire

Platform: Google Forms

Purpose: Collect detailed insights on workshop topics

4.3 Phase 3: Expert Interviews

Format: In-depth interpersonal interviews

Objective: Gather additional perspectives on green skills

5. Areas of Investigation

1. Green Skills Development
2. Corporate Social Responsibility
3. Sustainable Business Practices
4. Environmental Technology Adoption
5. Skill Training Strategies

6. Methodological Strengths

1. Multi-method data collection
2. Diverse sector representation
3. Transnational project framework
4. Comprehensive exploration of green skills

7. Methodological Limitations

1. Geographically limited to Italy
2. Relatively small sample size
3. Potential self-reporting bias

4. Varying levels of sustainability engagement

8. Recommendations for Future Research

1. Expand sample size and geographic coverage
2. Develop standardized green skills assessment tools
3. Create more interactive workshop methodologies
4. Implement longitudinal tracking of green skill development
5. Enhance cross-sector collaboration strategies

Results of the Comparative Study on Sustainability Initiatives in Spain, Greece, and Italy

Comparative Strengths:

1. Commonalities

- Strong commitment to environmental sustainability across all three countries
- Employee training and awareness programs
- Digital solution adoption to reduce environmental impact
- Challenges with bureaucratic resistance
- Emerging focus on recycling and waste management

2. Digital Transformation

- Spain and Greece: Prioritizing electronic documents and communications
- Italy: Digital transformation in cultural institutions, focusing on collection digitization

3. Employee Engagement

- All countries implement sustainability training
- Varying approaches to building environmental awareness
- Recognition of need for continuous skill development

Distinctive National Characteristics:

1. Spain and Greece

- Broad sustainability approach across sectors
- Developing Corporate Social Responsibility (CSR) strategies

- Emerging KPI tracking for sustainability metrics

2. Italy

- Unique interprofessional training funds for green skills
- Sector-specific sustainability approaches (agriculture, cultural institutions)
- More advanced government incentives (tax breaks, energy production support)
- Strategic integration of sustainability KPIs

Key Recommendations for Skill Enhancement:

1. Training Program Development

2. Bureaucratic Process Streamlining

3. Innovation Promotion

4. Digital Solution Expansion

5. Employee Engagement Strategies

6. Standardized Sustainability Metrics

Summary Overview:

Italy:

Italy offers a diverse range of courses covering transversal green skills in areas such as agribusiness, land monitoring, and energy management. The skills range from environmental analysis to machinery operation, providing a well-rounded foundation for individuals seeking employment or aiming to enhance their existing skill sets.

Spain:

Spain's focus on business sustainability, eco-design, circular economy modeling, and energy efficiency reflects a strategic emphasis on transversal skills. The courses address skills like sustainability strategy development, eco-design principles, and circular economy conceptualization that can be applied universally.

Greece:

Greek programs target unemployed individuals, workers in various sectors, and youth, emphasizing transversal green skills in green technologies, energy efficiency, and environmental policy. The courses cover a range of skills, from data analytics for green decision-making to soft skills relevant to the green economy.

Comparative Analysis:

Transversal Green Skills: All three countries incorporate transversal green skills in their courses. Italy's broad spectrum of skills, including environmental analysis and machinery operation, contributes to a versatile skill set. Spain aligns its offerings with strategic business sustainability and circular economy principles, emphasizing universally applicable skills. Greece's focus on green technologies and energy efficiency indicates a commitment to fostering transversal skills relevant across industries.

Adaptability to Employment: Italy, Spain, and Greece design their courses with an awareness of the evolving job market. Each country's curriculum encompasses skills that enhance employability, ensuring individuals are equipped with the necessary knowledge to thrive in green-oriented workplaces.

Practical Approach: While the specific resources are not detailed, the emphasis on retraining and upskilling in Greece suggests a practical approach to transversal skill acquisition. Italy and Spain likely provide a mix of theoretical and practical resources to support individuals seeking employment or professional development.

This comparative analysis underscores the importance of transversal green skills in shaping a workforce prepared for sustainability challenges. By understanding the strengths of each country's approach, it becomes possible to identify commonalities and best practices in cultivating skills that are universally valuable.

Methodology:

Italy:

1. **Delivery Modes:**
- Mainly online, asynchronous e-learning platform.
- In-person workshops and thematic forums.
- Online forums, seminars, and meetings with sector experts.

2. **Teaching Activities:**
- Lectures, laboratory activities, seminars, conferences, and internships.
- Innovative projects, workshops, company visits, and internships.
- Classroom training, technical training through practical/laboratory activities.
- Webinar mode.

Spain:

1. **Training Activities:**
- In-depth activities in each course module.
- Emphasis on practical development.
- Final knowledge test at the end of the course.

2. **Methodological Approach:**
- Practical and theoretical balance.
- Group synergy and teamwork experiences.
- Possibility of non-labor internships to facilitate labor market insertion.
- Gender perspective analysis for positive impact on equality.
- Virtual learning material in a comprehensive multimedia format.

Greece:

1. **Delivery Modes:**
- Theoretical training through synchronous and asynchronous distance learning.
- Theoretical and on-site training programs through in-person, synchronous, and asynchronous distance learning.

2. **Methodological Approach:**
- Emphasis on theoretical training through various modes.
- Integration of synchronous and asynchronous distance learning.
- Combination of in-person and remote training.
- Comprehensive coverage through synchronous and asynchronous distance learning.

Conclusion:

Common Approaches Across Countries:

- ***Online and Distance Learning:*** All three countries incorporate online and distance learning, either in synchronous or asynchronous modes.
- ***In-person Components:*** In-person elements, such as workshops, thematic forums, and on-site training, are present in all three countries, fostering a holistic learning experience.
- ***Practical Emphasis:*** Both Italy and Spain place a significant emphasis on practical aspects, with internships, workshops, and company visits to enhance hands-on skills.
- ***Multimodal Learning Materials:*** Spain and Greece highlight the importance of comprehensive multimedia learning materials, aligning with the program objectives and ensuring accessibility.

Country-Specific Strengths:

Italy: Diverse delivery modes, combining online and in-person elements, providing a well-rounded learning experience.

Spain: A strong practical focus with group synergy, gender perspective analysis, and multimedia virtual learning materials for a dynamic and inclusive approach.

Greece: Emphasis on various theoretical training modes, blending synchronous and asynchronous learning, offering flexibility and comprehensive coverage.

Implications for a powerful approach to learning:

- Combination of online and face-to-face learning: Combine online and face-to-face components to meet a variety of learning preferences.
- Hands-on learning: Prioritizing practical elements including workshops, internships and practical experience.
- Multimodal resources: Development of multimedia learning materials in line with programme objectives to increase engagement and understanding.
- Flexibility: Ensuring that learning modes are flexible, combining synchronous and asynchronous learning to ensure accessibility.
- Inclusivity: Mainstream gender and create a dynamic, inclusive learning environment.

By synthesizing these strengths, an effective cross-cutting green skills curriculum can be developed, bringing together best practices from each country's methodology to create a holistic and effective learning experience.

Workshops

Workshop in SPAIN (AiNP)

1st Phase – Informative Workshop offline in Seville

AinP decided to spend the first part of the workshop going to the companies themselves and talking to the organisations and seeing their work in the field of green skills. For example, they visited the "Fundación Odontologia Social" in Seville and the association "Casa de Todos". They talked about problems in the organisation related to the topic of green skills and brainstormed ideas on measures that could be taken to improve the situation.

2nd Phase – Questionnaires

This research, conducted in Spain by the International Newproject Agency, involved a diverse range of entities, including two large organizations with over 100 employees and three smaller entities with fewer than 50 employees. The participating organizations span various sectors, with roles ranging from administrative positions to a primary school teacher.

Sustainability Initiatives:

Larger entities report slow progress due to bureaucracy and rigid procedures. Small entities often depend on individual commitment and basic sustainability measures like recycling and reducing paper usage.

Employee Engagement and Training:

Limited formal training on sustainability. Some entities conduct basic training, while others rely on sporadic internal communications and reminders.

Measurement and KPIs:

Most companies do not have clear KPIs or metrics to measure sustainability efforts. When they exist, awareness of these metrics is low among employees.

Challenges in Implementation:

Bureaucratic hurdles, lack of innovation, and the need for better technology integration are common challenges. Issues like the absence of incentive structures and the need for more proactive measures are noted.

Problems

Bureaucratic Resistance: Especially in larger entities, the bureaucratic nature of the organization hinders the implementation of new sustainability practices.

Lack of Formal Training: Most employees do not receive comprehensive training on sustainability practices, leading to a gap in knowledge and implementation.

Inadequate Measurement Tools: Few companies have established KPIs or other metrics to measure the effectiveness of their sustainability initiatives.

Limited Employee Involvement: There is a general lack of mechanisms to encourage innovation or collect suggestions from employees regarding sustainability.

Integration of Sustainable Technologies:

Some companies have adopted alternative energy sources and technologies to support sustainability, such as solar panels and electric vehicle charging stations. Several companies have successfully reduced paper usage through digital solutions and internal policies. Digital signatures and electronic communication have decreased reliance on physical documents.

Employee Commitment:

In smaller entities, individual commitment to sustainability is strong, with employees taking personal responsibility for their environmental impact.

Participation in Environmental Initiatives:

Some companies participate in global initiatives like Earth Hour, showcasing their commitment to sustainability on a larger scale.

Need for Incentives and Simplified Processes:

Simplifying procedures and providing incentives can significantly enhance the adoption of sustainable practices.

Importance of Training and Awareness:

Regular training and awareness programs are crucial in embedding sustainability into the company culture.

Effective Communication Channels:

Establishing clear and efficient communication channels can foster a more collaborative approach to sustainability.

In summary, while there are various challenges and gaps in the implementation of sustainability practices, there are also notable efforts and improvements being made. Success largely depends on simplifying procedures, increasing training and awareness, and leveraging individual commitment, especially in smaller entities.

Workshop in Italy (AdIM)

The work conducted in this event consisted of three distinct phases. The first phase took place on **March 26, 2024**, with a workshop titled **"Companies and Environmental Sustainability: practice of enhancing Green skills."** This meeting was an extremely productive time of discussion and sharing. In an informal and collaborative environment, representatives from different business and professional entities explored the crucial role of Green competencies in the context of ecological transition and environmental sustainability.

The second phase of the work involved sending a questionnaire to the thirteen companies participating in the workshop. The questionnaire, administered through Google Forms, allowed for the collection of data and opinions on the issues addressed during the meeting.

Finally, the third phase involved conducting more specific, interpersonal interviews with three industry experts and various companies. These interviews provided insights and additional perspectives on Green skills and their application in the business context.

Introduction and Background:

AdIM. SRL introduced the workshop by presenting the project "Three Training and Resources to Enable Green Era," funded by Erasmus +, which aims to promote green soft skills through a transnational collaboration between Italy, Spain and Greece.

Objectives Discussed:

- **To support job seekers and professionals in acquiring strategic green skills:**

Participants highlighted the increasing importance attached to environmental sustainability as a strategic driver for business models. It was found that integrating Green skills not only improves corporate reputation but can also positively influence human resource management, promoting employee retention and attracting environmentally sensitive talent.

- **Promoting behavioral changes in consumption habits and lifestyles:**

During the workshop, several successful experiences related to the enhancement of Green skills were shared. Companies from different sectors illustrated how they have implemented sustainable strategies, incorporating specific training to develop these soft skills. Practical initiatives were discussed that go beyond the mere technical aspect, also involving behavioral and cultural changes within organizations.

- **Sharing best practices and knowledge to combat climate change and accelerate the green transition:**

In conclusion, the workshop provided valuable insights for the Erasmus+ project, with a particular focus on identifying tools and strategies to develop cross-cutting Green skills. Participants expressed interest in deepening collaboration through interviews and other activities aimed at strengthening the good practice manual. The next step will be the development of national reports integrating the perspectives that emerged from the workshops conducted in the various partner countries. This will consolidate the identified best practices and create a shared document that can support the transnational dissemination and implementation of Green skills.

The workshop concluded with a feeling of optimism and shared commitment to concretely address the challenges of the ecological transition, valuing the contribution of all economic sectors toward greater environmental sustainability. The workshop saw diverse and enlightening interventions from various experts from fields related to environmental sustainability. It was attended by professionals from different areas, including agronomists, social workers, ISO certification experts, representatives of educational institutions, and administrators. A total of thirteen attended the workshop, of whom eleven actively participated in the discussion.

Considerations and conclusions:

The workshop and in-depth interviews fostered a productive, interdisciplinary discussion on how to address current environmental challenges, highlighting the urgency of concrete actions and cross-disciplinary collaborations to foster a transition to more sustainable practices. The main focus of the workshop was to create a table with different areas of entrepreneurship, culture consultancy and social work. After the workshop, questionnaires were sent to participants in order to gather useful feedback to assess the effectiveness of the event and to identify best practices that emerged and cross-cutting green skills. This information-gathering process will allow meaningful conclusions to be drawn and environmental sustainability initiatives to be further developed in the various areas.

The questionnaires in turn revealed a variety of approaches and levels of commitment to sustainability among participating companies, reflecting different priorities and available resources. Some companies, which we interviewed have developed well-defined corporate social responsibility (CSR) strategies. These companies integrate sustainable practices into their daily operations, such as the use of renewable energy, environmental certifications, and the promotion of sustainable consumption patterns; in addition, these companies benefit from government incentives, including tax breaks, for increasing recycling within their facilities.

According to experts since interprofessional funds have been established or created almost all companies use this important tool for specialized training and professional adjustment of their employees, through webinars and discussion boards these aim at continuous improvement of human resources in the area of green skills.

Companies, specializing in culture and the environment are in the process of defining their CSR strategies, but through the use of these funds a recognition of the importance of sustainability and a growing commitment to more responsible practices by the company is shown. In these contexts then, different solutions and strategies can be outlined to promote environmental sustainability and improve operational efficiency through the use of digital tools. For example, we observe an increasing digitization of collections and services offered in cultural service companies. Digitization enables remote access to cultural resources, thereby reducing the environmental impact associated with physical travel and management of physical materials. In addition, many cultural institutions are adopting sustainable building management practices, using efficient energy solutions and environmentally sustainable materials to reduce their overall environmental impact.

Implementing document management software (DMS) can be an effective solution to help the recycling practice. Although training initiatives are still limited, the focus on certification and environmental compliance indicates a positive direction that could lead to greater integration of green skills in the future. This approach not only improves the environmental performance of companies, but also helps improve their reputation and competitiveness in the market. On the other hand, there are other companies that have not yet developed defined CSR strategies and do not perceive sustainability as a training priority. However, companies of this type focus more on increasing the conscious use of new technologies, through even government support for self-production of alternative energy.

On the other hand, with regard to the reality of a company engaged in social work and similar sectors, environmental sustainability is a secondary priority; however, this does not mean that we are not interested, but unfortunately these are sectors with a superficial knowledge of the subject. However, even in these sectors, a great predisposition is emerging to improve the environmental impact through greater involvement of human resources, especially after the important effect of the pandemic that has made us realize that we can safely work remotely with an important impact on the environment, co2 abatement, slowing commuting, etc. effects that in sectors such as that of a cooperative, can be used in certain phases of work. In our case, the company we interviewed that manages social services on behalf of municipalities, including home and territorial care, collaborations with schools and the management of family homes for disadvantaged people, at times of redevelopment of spaces to be used had the opportunity to use photovoltaic panels, thanks to the increase in aid from the state to the self-production of alternative energy.

In the field of agriculture, one of the major trends recently is the adoption of more efficient and less polluting technologies. New generation tractors and farm machinery are often equipped with low-emission engines, in line with European and international regulations on greenhouse gas emissions. In addition, the use of biofuels and, increasingly, electric or hybrid machinery helps reduce the environmental impact of agricultural operations. Sensors, drones, and GPS are also often used to optimize the use of resources such as water, fertilizer, and pesticides. This not only improves crop yields, but also reduces waste and the environmental impact associated with overuse of chemicals.

Therefore, the adoption of sustainable strategies and practices requires widespread commitment within organizations, with a focus on continuing education and skills upgrading. As there are also regulations that

incentivize the replacement of obsolete machinery with new equipment that is interconnected and remotely operated, thereby improving the production process and the quality of employees' work.

Workshop in Greece (Zeus)

The online workshop held on March 22, 2024, on “Transversal Green skills in Diverse Working Environments” involved 4 representatives and interested parties across different regions of Greece, that shared green sustainability practices towards the challenging environmental era that we are living.

In the second phase of the workshop, representatives from different business and professional settings (such as technological development, technical services, industrial laboratories, and marketing services) explored the crucial role of green competencies and shared their inputs towards the context of ecological transition and environmental sustainability

1st Phase – Informative and Brainstorming Online Workshop (I&B workshop)

ZEUS Consulting introduced the workshop by presenting the TREE project "Three Training and Resources to Enable Green Era," funded by Erasmus +, which aims to promote green soft skills through a transnational collaboration between Italy, Spain, and Greece. A total of 4 attended the workshop, of whom all of them actively participated in the discussion.

Workshop Objectives:

The workshop was based on the following objectives:

1. Exploring the Value of Environmental Sustainability in Business Models and Human Resource Management: This objective aimed to understand how the concept of sustainability influences business models and human resource management within companies. In particular, it discussed the crucial role of green skills in shaping more sustainable business strategies.

2. Promoting Behavioral Changes and Sustainable Consumption Habits: The workshop addressed the challenge of promoting behavioral changes toward more sustainable consumption habits. It discussed how the adoption of responsible behaviors can contribute to the transition to a greener society.

3. Identifying Tools and Strategies for Developing Transversal Green Skills: The main objective of the workshop was to define practical tools and strategies to foster the development of transversal green skills among the professionals and companies involved.

2nd Phase – Questionnaires

As a next step, questionnaires were sent out to optimize information gathering and knowledge sharing among project partners, which they were filled by the 4 partners participating in the I&B workshop, plus 3 partners that could not attend. The activity featured diverse and enlightening inputs by professionals from different areas, including IT experts, social workers, marketing specialists, representatives of educational institutions,

administrators and technical personnel. The results of this activity will contribute to the drafting of the good practice manual, which will compile effective strategies and approaches to facilitate the transition to a green and sustainable economy.

Conclusions:

Across different organizations, a shared commitment to environmental sustainability is evident, often manifested through the implementation of comprehensive Corporate Social Responsibility (CSR) plans or sustainability strategies. These strategies typically aim to reduce the organization's carbon footprint by adopting energy-efficient practices, optimizing resource usage, and minimizing waste generation. A notable trend among companies is their active participation in green initiatives, including tree planting campaigns, electronic waste recycling drives, and supporting renewable energy projects.

To ensure that sustainability principles are embedded throughout the organization, companies prioritize building awareness and understanding among employees. This is achieved through regular training programs and educational initiatives covering various aspects of environmental conservation, sustainable business practices, and the significance of corporate social responsibility. By equipping employees with the knowledge and skills needed to integrate sustainability into their work and daily routines, organizations foster a culture of environmental responsibility and collective action.

Innovative approaches to sustainability are also evident, with companies embracing digital solutions to reduce paper usage and carbon emissions. Remote work is increasingly promoted to minimize commuting-related environmental impacts, reflecting a shift towards more flexible and sustainable work practices. Collaboration with eco-conscious clients is another innovative strategy, allowing companies to develop and implement green marketing strategies that resonate with environmentally aware consumers.

Continuous measurement and evaluation of key performance indicators (KPIs) such as energy consumption, waste reduction, and employee engagement in sustainability initiatives are essential components of effective sustainability management. By tracking these metrics, organizations can assess their progress towards environmental goals and identify areas for improvement. Moreover, integrating sustainability considerations into strategic planning processes ensures alignment with overall business objectives and values, driving ongoing improvement and innovation in sustainable practices.

Overview of questionnaires received at the workshops

Commonalities Among Spain, Greece, and Italy

1. **Commitment to Sustainability:**

- **Spain, Greece, and Italy:** All three countries show a strong commitment to environmental sustainability, with various organizations actively working towards sustainability goals.

2. **Use of Digital Solutions:**

- **Spain and Greece** are adopting digital solutions to reduce paper usage and carbon emissions. This includes promoting electronic documents and communications. **Italy** is also leveraging digital

solutions, especially in cultural institutions, to digitize collections and services, reducing the environmental impact of physical travel and materials management.

3. **Employee Engagement and Training:**
- **Spain, Greece, and Italy:** Training and educational initiatives to build awareness and understanding of sustainability are present in all three countries. However, the structure and frequency of these programs vary.

4. **Challenges in Implementation:**
- **Spain, Greece, and Italy:** Bureaucratic hurdles and procedural resistance are significant challenges that slow down the implementation of sustainability initiatives across all three countries.

5. **Recycling Initiatives:**
- **Spain and Greece:** Both countries have implemented recycling initiatives within their organizations, emphasizing waste reduction and proper waste management practices. Italy also emphasizes recycling, with companies benefiting from government incentives to increase recycling within their facilities.

6. **Measurement and KPIs:**
- **Spain and Greece:** The need for effective measurement through KPIs is recognized, with organizations beginning to track metrics related to energy consumption, waste reduction, and employee engagement in sustainability initiatives. **Italy** tracks KPIs but with a focus on integrating these into strategic planning processes.

Distinctive Features

1. **Corporate Social Responsibility (CSR) Strategies:**

CSR strategies in **Spain and Greece** are being developed and integrated into daily operations, focusing on sustainable practices like using renewable energy and promoting sustainable consumption patterns. Companies in **Italy** are at various stages of defining their CSR strategies, with some leveraging government incentives for environmental compliance and recycling. The cultural sector in Italy is also adopting sustainable building management practices.

2. **Interprofessional Funds for Training:**
- **Italy:** Unique to Italy is the widespread use of interprofessional funds for specialized training and professional adjustment of employees in green skills. This is facilitated through webinars and discussion boards aimed at continuous improvement.

3. **Sectoral Focus:**
- **Spain and Greece:** The focus tends to be broader, covering various sectors without a specific emphasis on one over the others.

- **Italy:** The Italian workshop highlighted specific contributions from different sectors like agriculture, cultural institutions, and social work. In agriculture, Italy is adopting advanced technologies and sustainable practices more prominently.

4. **Sustainability in Social Work:**
- **Spain and Greece:** There is an overall engagement with sustainability across different sectors.
- **Italy:** In the social work sector, environmental sustainability is a secondary priority, though there is an emerging interest in improving environmental impact through remote work and using renewable energy in redevelopment projects.

5. **Government Support and Incentives:**

The Greek and Spanish reports did not specifically mention significant government incentives meanwhile Italy benefits from government incentives, such as tax breaks and aid for self-production of alternative energy, which supports the adoption of sustainable practices.

Expert Recommendations for Improving Green Skills

Based on the commonalities and distinct features identified in Spain, Greece, and Italy, experts are advised to provide recommendations on the following areas to enhance green skills:

1. **Strengthening Training Programs:**
- **Spain, Greece, and Italy:** Develop and implement comprehensive and regular training programs focused on sustainability, tailored to the specific needs and challenges of each country.

2. **Overcoming Bureaucratic Hurdles:**
- **Spain, Greece, and Italy:** Implement strategies to streamline bureaucratic processes and reduce resistance to change. Encourage top management to champion sustainability initiatives to foster a supportive organizational culture.

3. **Promoting Innovation:**
- **Spain, Greece, and Italy:** Encourage organizations to adopt innovative solutions and approaches to sustainability. Provide platforms for sharing best practices and successful case studies to inspire innovation.

4. **Enhancing Digital Solutions:**
- **Spain, Greece, and Italy:** Continue to expand the use of digital tools to reduce environmental impacts. Focus on areas such as document management, remote work capabilities, and resource optimization through technology.

5. **Engaging Employees:**
- **Spain, Greece, and Italy:** Foster a culture of sustainability by actively involving employees in green initiatives. Use incentives and recognition programs to motivate and reward employee participation in sustainability efforts.
6. **Effective Measurement and KPIs:**
- **Spain, Greece, and Italy:** Develop and standardize key performance indicators (KPIs) to track progress in sustainability initiatives. Use these metrics to guide strategic planning and continuous improvement efforts.

By addressing these areas, experts can help organizations in Spain, Greece, and Italy enhance their green skills, overcome common challenges, and achieve greater success in their sustainability initiatives.

Best Practices for Enhancing Green Skills in Organizations

SPAIN

Introduction

Sustainability has become a critical element in modern business operations, influencing not only environmental responsibility but also corporate efficiency and reputation. Several industry experts have shared their insights on how organizations can implement green practices effectively. Below, we outline best practices based on the experiences of three professionals:

- Manuel López García – A consultant specializing in digital strategy and sustainability.
- Luis López Lainez – CEO of Alquiler Vacacional, a vacation rental company.
- Ramon Rubio – CEO of Inter Logos Outsourcing, an HR and recruitment solutions company.

Each expert offers unique perspectives on sustainability in business, with a strong emphasis on digital transformation, employee engagement, waste management, and innovation.

Best Practices in Sustainability

1. Digital Transformation for Sustainability

Implementing digital tools is one of the most effective ways to reduce environmental impact. The experts recommend:

- **Paperless Workflows:** Using knowledge management systems like Confluence, SharePoint, and cloud-based office tools (Google Drive, Dropbox) to minimize paper use.
- **Energy Efficiency in IT:** Optimizing energy consumption by using cloud computing and AI-based platforms to manage resources efficiently.
- **Smart Workflows:** AI-driven tools, such as HireVue, enhance recruitment processes while reducing unnecessary travel and paperwork.

2. Employee Engagement and Training

Building a culture of sustainability requires continuous education and motivation. Effective strategies include:

- **Practical Training Programs:** Using real-world examples and microlearning modules to help employees integrate sustainability into their daily tasks.
- **Gamification & Incentives:** Recognizing employees who actively participate in eco-friendly initiatives, such as reducing energy consumption or using public transport.
- **Leadership Commitment:** Embedding sustainability in corporate values and ensuring top management leads by example.

3. Overcoming Bureaucratic Challenges

Organizations often face resistance when implementing sustainability policies. The experts suggest:

- **Simplifying Processes:** Reducing unnecessary administrative hurdles and making sustainability initiatives easy to implement.
- **Pilot Programs:** Testing small-scale sustainability projects to demonstrate success before rolling them out across the organization.
- **Data-Driven Justifications:** Presenting measurable benefits, such as cost savings and efficiency improvements, to gain buy-in from stakeholders.

4. Recycling and Waste Management

A structured approach to waste management enhances sustainability efforts. Best practices include:

- **Three-Level Approach:** Addressing waste management at the supply chain, operational, and consumer levels.
- **Tracking & KPIs:** Using metrics such as recycling rates, waste reduction percentages, and cost savings to measure effectiveness.
- **Employee Participation:** Conducting awareness campaigns and setting up waste audits to ensure accountability.

5. Participation in Global Sustainability Initiatives

Aligning with international initiatives enhances a company's reputation and impact. Recommendations include:

- **Joining Global Movements:** Participating in events like Earth Hour to promote sustainability efforts.
- **Avoiding Greenwashing:** Ensuring that sustainability initiatives are genuinely integrated into business practices rather than being used solely for marketing purposes.
- **Collaboration with Suppliers and Customers:** Encouraging all stakeholders to commit to sustainable practices.

6. Innovation in Sustainability

Embracing new technologies and methods can significantly improve an organization's sustainability efforts. Innovative approaches include:

- **AI & Automation:** Using artificial intelligence to optimize resource management and reduce waste.
- **Remote & Virtual Solutions:** Implementing VR-based interviews and remote working models to decrease travel-related emissions.
- **Sustainable Infrastructure:** Investing in eco-friendly office spaces with certifications such as LEED.

7. Measuring Sustainability Impact

To ensure long-term success, sustainability efforts must be measured and continuously improved. Effective methods include:

- **Establishing Key Performance Indicators (KPIs):** Tracking metrics such as energy consumption, carbon footprint, and waste reduction.
- **Integrating Sustainability into Strategic Planning:** Aligning green initiatives with corporate objectives to ensure long-term commitment.
- **Regulatory Compliance:** Adopting frameworks like the UN Sustainable Development Goals (SDGs) and ISO 14001 to maintain sustainability standards.

Conclusion

Organizations must take a comprehensive approach to sustainability, integrating digital solutions, employee engagement, waste management, and innovation into their daily operations. By adopting these best practices, companies can not only improve their environmental impact but also enhance their efficiency, reputation, and long-term competitiveness. The key takeaway is that sustainability should not be seen as a separate initiative but rather as an integral part of a company's overall strategy.

ITALY

Best Practices for Enhancing Green Skills in Organizations

Introduction

Sustainability and social responsibility are fundamental pillars for modern organizations. The integration of sustainable practices enhances environmental protection while promoting economic and social development. Below, we outline best practices based on the insights of three professionals:

- **Sergio Cosentini** – Administrator of Centro Ittico Campano, focusing on environmental conservation and responsible urban development.
- **Piero Giugni** – Head of the Tenders and Planning Office, Social Cooperative Mondo in Cammino, specializing in social sustainability and community engagement.

- **Gerardo Rusciano** – Agronomist and Co-owner of the Rusciano Domenico Farm, advocating for precision farming and sustainable agriculture.

Each expert provides unique perspectives on sustainability in business, focusing on digital transformation, resource optimization, training, and environmental awareness.

Best Practices in Sustainability

1. Digital Transformation for Sustainability

- Implementation of cloud-based document management systems to reduce paper usage and improve workflow efficiency.
- Use of video conferencing tools to minimize business travel and lower carbon emissions, reducing the ecological footprint of corporate operations.
- Adoption of AI-driven workflows for efficient resource management, automating tasks and optimizing energy consumption.

2. Employee Engagement and Training

- Development of practical training programs and microlearning modules tailored to different organizational levels.
- Gamification and incentives to encourage participation in sustainability initiatives, ensuring long-term engagement.
- Leadership commitment to embedding sustainability into corporate values, setting an example for employees.

3. Sustainable Waste Management

- Implementation of structured recycling programs within organizations, including waste audits and tracking improvements.
- Promotion of separate waste collection and the use of recyclable materials, reducing landfill contributions.
- Monitoring of waste management metrics for continuous improvement and adherence to regulatory standards.

4. Green Infrastructure and Environmental Protection

- Redevelopment of natural areas and creation of urban green spaces to enhance biodiversity and public well-being.
- Adoption of innovative water purification technologies to maintain environmental integrity and resource conservation.
- Collaboration with institutions and universities for environmental conservation projects, fostering innovation and knowledge exchange.

5. Innovation in Sustainable Agriculture

- Utilization of precision farming technologies, such as drones and IoT sensors, to optimize resource use and improve efficiency.
- Integration of renewable energy systems and closed production cycles, where waste is repurposed as compost or biogas.
- Promotion of local and organic farming through solidarity purchasing groups, reducing transportation emissions and supporting local economies.

6. Human Resource Sustainability

- Continuous training on sustainability and resource management, ensuring employees stay informed on best practices.
- Employee involvement through sustainability working groups and community initiatives, fostering collaboration and innovation.
- Ergonomic workplace improvements to enhance staff well-being, reducing physical strain and increasing productivity.

7. Health and Safety Measures

- Ensuring a safe and healthy work environment for employees through risk assessments and regular safety training.
- Implementation of ergonomic designs to reduce workplace injuries and improve employee comfort.
- Promotion of well-being programs for employees, including stress management workshops and mental health support.

8. Community Involvement and Awareness

- Organization of environmental awareness campaigns and community clean-up events to promote local engagement.
- Collaboration with environmental organizations such as Legambiente and WWF to support conservation efforts.
- Celebration of sustainability-themed international days, reinforcing environmental and social commitments within organizations.

Conclusion

By integrating sustainable practices into their operations, organizations can enhance their environmental impact while improving efficiency, reputation, and long-term competitiveness. Sustainability should not be seen as an isolated initiative but as an integral part of corporate strategy. Furthermore, a proactive approach towards sustainability ensures regulatory compliance, enhances brand loyalty, and drives innovation in eco-friendly business solutions.

GREECE

Best Practices for Enhancing Green Skills in Organizations

Introduction

Sustainability and environmental responsibility are crucial aspects of modern organizational strategy. By integrating sustainable practices, companies can reduce their ecological footprint while fostering economic and social development. Below, we present best practices based on insights from three experts in Greece:

- **Emmanouil Chrysostalis** – Managing Director of the Greek SME Nexus and consultant on EU environmental policy and circular economy.
- **Katerina Poda** – Member of the projects monitoring team for the Local Waste Management Plan of the Municipality of Katerini and researcher in sustainable development strategies.
- **Adamantios Dontas** – Coordinator of Environmental Initiatives at Athens University of Economics and Business (AUEB).

Each expert offers unique perspectives on sustainability, emphasizing digital transformation, waste management, employee engagement, and environmental awareness.

Best Practices in Sustainability

1. Digital Transformation

- Adoption of cloud-based document management systems (e.g., Microsoft SharePoint, Google Workspace) to reduce paper usage and improve workflow efficiency.
- Use of electronic signature software (e.g., DocuSign, Adobe Sign) to minimize physical documentation.
- Implementation of cloud-based collaboration platforms (e.g., Slack, Microsoft Teams) to facilitate remote work and reduce commuting-related carbon emissions.
- Case Study: A Greek financial services company successfully reduced paper consumption by 80% through digital document management.

2. Training and Engagement

- Development of standardized training modules on sustainability principles and company goals.
- Incorporation of interactive workshops and continuous education to reinforce sustainable behaviors.
- Establishment of green teams within organizations to drive sustainability initiatives.
- Use of incentives to encourage employee participation in sustainability programs.
- Ensuring management support to embed sustainability into corporate culture.

3. Sustainable Waste Management

- Conducting comprehensive waste audits to assess waste streams and identify areas for reduction.
- Implementation of structured recycling programs with clear waste separation and labeling.
- Encouragement of composting initiatives and integration of waste tracking systems.

- Collaboration with waste management companies for proper disposal and recycling.
- Key Performance Indicators (KPIs): Reduction in total waste generated, percentage of waste diverted from landfills, and improvement in recycling and composting rates.

4. Green Infrastructure and Environmental Protection

- Adoption of smart energy management systems to optimize electricity consumption.
- Utilization of renewable energy sources and cleaner technologies.
- Integration of waste-to-energy initiatives, such as converting used cooking oil into biodiesel.
- University initiatives, such as AUEB's recycling programs for printer consumables, batteries, and old computers, demonstrating a commitment to sustainability.

5. Innovation in Sustainable Practices

- Application of circular economy principles, including resource efficiency and waste minimization.
- Investment in renewable energy systems for operational sustainability.
- Use of technology for real-time monitoring of energy consumption.
- Overcoming barriers such as high initial costs and resistance to change through education, partnerships, and pilot projects.

6. Community Involvement and Awareness

- Participation in global sustainability initiatives, such as Earth Hour, to enhance corporate reputation.
- Organization of environmental awareness campaigns and educational programs.
- Collaboration with stakeholders, including local governments and NGOs, to promote sustainable development.
- Aligning sustainability initiatives with the United Nations Sustainable Development Goals (SDGs) and Global Reporting Initiative (GRI) Standards.

Conclusion

By adopting these best practices, organizations can enhance their sustainability performance, reduce their environmental impact, and contribute to the broader goal of a circular economy. A proactive approach to sustainability ensures regulatory compliance, strengthens brand reputation, and fosters long-term economic benefits. The integration of digital transformation, structured waste management, employee engagement, and community involvement is key to building a more sustainable future.

Comparative Analysis of Best Practices in Italy, Spain, and Greece

When examining best practices in Italy, Spain, and Greece, it is insightful to observe both the common strategies they share and the distinct approaches each country adopts. While all three countries share a strong emphasis on collaboration, resource optimization, and sustainability, the way they implement these strategies can vary depending on local economic conditions, cultural attitudes, and regulatory frameworks.

In Italy, there is a notable focus on **structured strategic planning**, particularly in the way businesses approach scaling and operational efficiency. Italian companies often rely on well-established methodologies, integrating advanced project management tools and risk assessment models to ensure steady and controlled growth. They also place a strong emphasis on stakeholder engagement, often leveraging industry associations and professional networks to drive innovation and business expansion.

Spain, on the other hand, appears to prioritize **networking and dynamic adaptability**. Spanish companies are often quick to respond to market changes, embracing flexible structures that allow them to scale operations efficiently. A key strength observed in Spain is the active participation in business events, trade fairs, and local entrepreneurship initiatives, which foster an ecosystem where collaboration and knowledge exchange play a crucial role in business success. This ability to remain agile and responsive makes Spanish businesses particularly resilient to economic fluctuations.

Greece, with its distinct business landscape, showcases best practices that revolve around **resourcefulness and sustainability**. Greek companies tend to emphasize responsible growth models, ensuring that expansion does not come at the cost of environmental or social integrity. The circular economy approach, for example, is more prevalent in Greece than in the other two countries, with businesses actively seeking ways to minimize waste and optimize resource use. Additionally, due to economic challenges in past years, Greek businesses have developed a strong culture of risk mitigation and contingency planning, making them highly adaptable to uncertainties.

Conclusion

Despite the differences, certain best practices are universally applicable. Strategic planning, networking, and sustainability are key elements that can be successfully implemented in organizations across different sectors and sizes. While structured methodologies, as seen in Italy, may be more suited to established companies with access to resources, Spain's flexible and networking-driven approach is particularly beneficial for startups and rapidly growing businesses. Greece's focus on sustainability and responsible scaling serves as a valuable model for companies looking to expand without overextending resources or compromising ethical standards.

For organizations looking to adopt best practices, the most feasible ones are those related to strategic planning and stakeholder engagement, as they do not require significant financial investment but rather a shift in mindset and operational focus. Sustainability-oriented practices, while highly beneficial, might require additional support in terms of policy incentives and funding, making them more challenging for smaller businesses to implement on their own.

In the end, the most effective approach lies in combining elements from all three countries—balancing structured growth, adaptability, and sustainability to create a well-rounded and future-proof business strategy.