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Time4Sustainable Development

STOCKTAKING REPORT AND EU COMPANY ENGAGEMENT

Time4Sustainable Development
Project Ref. 2019-1-UK01-KA204-061538





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Table of Contents

1. Executive summary	1
2. Introduction.....	3
3. Methodology	5
4. General overview and main findings	8
4.1 PESTLE analysis regarding SDG related practices in the six partner countries	8
4.1.1 Political environment – how SDGs are supported as policies, laws, decrees, resolutions	8
4.1.2 Economic/Business environment – attitude of companies towards SDGs and CSR	11
4.1.3 SDGs initiatives – how SDGs are facilitated, promoted and accepted by society	14
4.1.4 Environmental awareness of society and companies.....	18
4.1.5 Legal aspects and legal obligations for the companies, related to the SDGs	21
4.1.6 Good practices related to SDGs and CPD experience	22
4.2 The corporate sector on SDGs and CPD: Main Highlights	24
4.2.1 Overall SDGs awareness and experience	24
4.2.2 SDG corporate focus and projects	25
4.2.3 CPD awareness and focus	27
4.2.4 CPD and SDG project combination	28
4.2.5 Online learning tools usage	29
5. Stocktaking Conclusions	30
6. EU Company Engagement	31
6.1 Understanding what quality Company Engagement looks like.....	32
6.2 Time4Sustainable Development Brand creation	33
6.3 Towards the Time4Sustainable Development Roadmap	36
6.4 Time4Sustainable Development Employer Engagement – our approach	37
6.5 T4SD Employer Engagement Activities in Practice.....	38
Annex 1: Best practice examples from partner countries.....	42
Austria	42
Belgium	44
Bulgaria	45
Germany.....	46
Italy	47
United Kingdom	48



1. Executive summary

The current Research report is developed under the Time4Sustainable Development project funded by the Erasmus+ programme which focuses on the SDGs practices and experiences of the corporate and adult education sector in the partner countries (Austria, Belgium, Bulgaria, Germany, Italy and United Kingdom). It aimed to identify to what extent enterprises are embedding and are working towards the accomplishment of SDGs relevant to their organizational and business specifics. Another important focus of the research was to identify relevant Continuous Professional Development (CPD) programmes which could be connected to the SDGs. For that purpose, a combination of four research instruments (desk research; best practices analysis; survey; and interviews) were applied in order to ensure the validity and reliability of the collected information for the current report.

The report summarises and presents the main insights and opinions of 122 corporate and adult education representatives who took part in the online survey and interviews in the 6 partner countries.

The research results showed that the corporate sector and adult education organisations are open to the notion of sustainable development and that many of them are working towards such initiatives. Sustainability is mainly perceived through the notion of CSR – it is widely recognised by SMEs as well as large companies and different organisation as an essential part of the organisation and business, however, it is rarely related to the UN sustainable development goals (SDGs). The Goals are usually not an essential part of the companies' and organisations' development agenda and mission and vision. They are seen as an external topic, something that is just about to be implemented. Environmental issues receive the main public focus and attention and are believed to be the ones in which anyone can contribute, no matter whether it's a part of a company or just a household. This proves that more opportunities could be developed in terms of SDG recognition and implementation. In addition, governments in all 6 partner countries are working towards SDGs advocacy and promotion, however, structures and legal requirements and obligations are not all well-regulated and described so that organisations can follow them.

When thinking of Continuous Professional Development (CPD) practices within organisations, it is clear from the research and conducted survey and interviews that such practices are of utter importance for organisations and companies. All of the interviewed and surveyed organisations mentioned that they implement different approaches in order to improve their employees' knowledge and skills. In most cases



these skills are closely related to the specific job and not so much to developing specific soft and transferrable skills. Nevertheless, organisations recognise the need of development of such soft skills in general.

All interviewed and surveyed organisations were asked about the possibility of connecting CPD practices to SDGs. Except Belgium and Austria where there are steps in this direction, in the other partner countries these two notions are haven't been brought in combination, yet. On the one hand, companies and organisations are aiming to support social projects to contribute to society and to create positive image and branding, and on the other hand, to develop their employees competences, but so far there has been no intention to link CPD practices with the Goals. Usually, the reason behind this is that the SDGs are less known to organisations.

The research showed that the Time4SustainableDevelopment programme could help close the gap between organisational competences development (CPD) and building a sustainable and responsible model of work for different organisations and companies.



2. Introduction

United Nations Sustainable Development Goals (SDGs) that address the global challenges the world faces are a top priority for all 193 countries that adopted them. The 2030 Agenda for Sustainable Development is set to achieve the Goals, however, action to meet the Goals within this time frame is not advancing at the needed speed or scale required. Even though governments around the world have the ultimate responsibility for delivering the Goals, they can't be achieved without the support of the business. Enterprises are required to take active part in the achievement of the SDGs, but currently the familiarity with the Goals is on a rather low level in many European organisations. Despite the necessity to work actively on the Goals, there is lack of information about the Goals and clear idea what and how enterprises and organisations can do to contribute to the achievement of the 2030 Agenda. Most of the time, enterprises and organisations do not connect their organisational prosperity and development with the Goals. The challenge of integrating the Sustainable Development Goals (SDGs) into work practices offers an exciting opportunity for businesses seeking to reshape their Corporate Social Responsibility (CSR) strategies, to involve everyone in the organisation and to engage more in societal projects. Aligning CSR initiatives with the SDGs has the potential to develop an interconnected model for sustainable growth. However, employee engagement initiatives supporting the practical implementation of the SDGs still remain at relative low level in many European organisations.

The Erasmus+ KA2 Adult Education "Time4Sustainable Development" project addresses these challenges through an integrated approach which combines Continuing Professional Development (CPD) and SDGs whilst improving organisations' CSR engagement with societal organisations. It combines three main topics: CSR initiatives, working towards SDGs and supporting social, personal and professional development of Adult Educators and employees. Main objectives of the Time4Sustainable Development project are:

- Development of innovative European approach that supports the combination of CSR initiatives contributing to the SDGs through the integration of societal projects on the one hand along with the personal, team and professional development of employees, on the other hand.
- Development, test and validation of a CPD programme for Training and Development Professionals (Adult Educators) to enable them to facilitate this approach with other organisations



The project includes three main target groups:

- *Adult Education professionals*: their professionalism will be facilitated by modular, blended learning approach that is based on competence-oriented learning and validation
- *Employees* who will be offered attractive and innovative development programmes and the same time get opportunities to engage in community-based and societal projects
- *Professionals and volunteers from NGOs* working in the cultural, social and environmental fields who will be offered professional development in educational methodology and instructional design

The partnership is coordinated by Apricot Training and Management Ltd., United Kingdom and will be delivered by experienced adult education providers from Austria, Belgium, Bulgaria, Germany and Italy as project partners.

The Research report will not only be an important internal document on which the subsequent development work will be built, but it is an output in its own right which might be disseminated and used by broader target groups. It gives interesting insights in how SDGs are being promoted and incorporated into policies and programmes on a political and corporate level, and also how CPD courses and SDGs are connected.



3. Methodology

The Stocktaking phase is combining quantitative and qualitative methods of data collection and analysis. The research subject consists of existing innovative CPD programmes focusing on SDG's implementation and integration in organisational context.

A combination of four research instruments was used in order to ensure the validity and reliability of the collected information. Using the mixed approach of qualitative and quantitative methods brings several advantages for the analysis of the main research objectives of the report, such as:

- It enables the project team to tackle the main questions on how SDGs are incorporated on a corporate level, to what extent they are related to the CSR activities, and also how CPD courses and projects are related to CSR or SDGs within companies.
- It allows the research team to verify and support the results relative to the same phenomenon with different methods and to ameliorate internal and external validity.

The research approaches used are:

3.1 Desk research on the national context and situations was conducted in all 6 partner countries (Austria, Belgium, Bulgaria, Germany, Italy and the United Kingdom) in order to identify the SDGs understanding and integration on macro level. Also, it will provide information on the existing and innovative best practices related to CPD programmes, focused on SDGs implementation and integration into organisational context. In the General overview and main findings section of this report the contextual information from the desk research across the partnership will be summarised, compared and contrasted.

3.2 Best practice analysis in the 6 partner countries (Austria, Belgium, Bulgaria, Germany, Italy and the United Kingdom) was conducted by gathering **28 best practice examples** for existing projects and/or organisations that promote innovative CPD practices/programmes, which are fostering awareness raising and practical of the SGDs on national, community or company level. All practices are summarized and presented in Annex 1 of the current report.

3.3 Online survey on companies experience with the SDGs, CPD and online learning tools

has been distributed among HR managers, CSR professionals, Adult educators, etc. and has gathered **102 responses** in the 6 partner countries. For the recruitment of participants, the partners have contacted local organisations that support CSR and/or CPD initiatives. Some of the partner countries have

collected responses from more than 20 people, whereas Austria, Bulgaria and Italy about 9 respondents. The former countries have reached more respondents due to the well-developed

CSR environment on

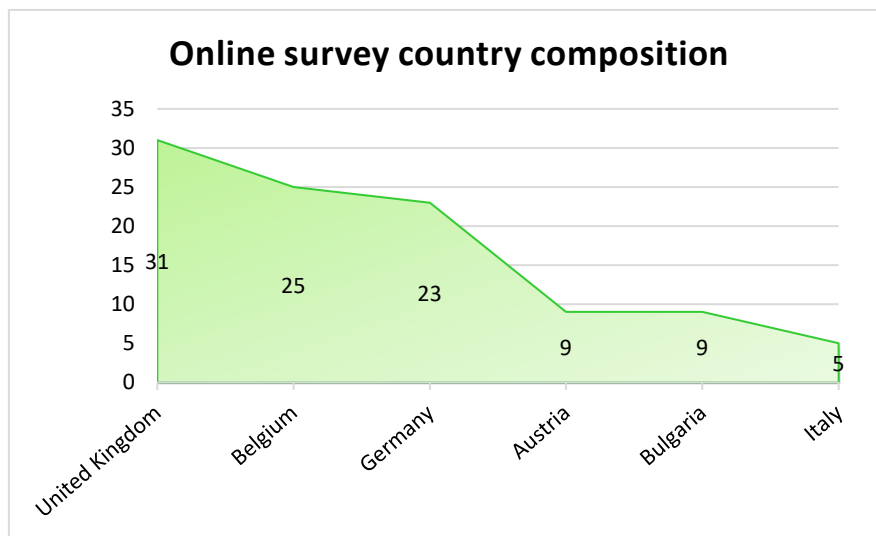
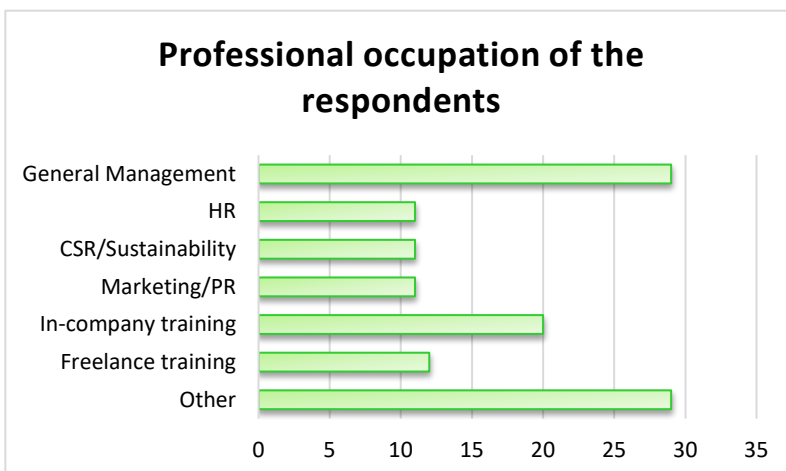


Chart 1: Online survey country composition

national level, however, due to the current world-wide pandemic situation, the respondents' engagement was lower than expected. However, all results gathered are a good basis for further detailed analysis of the discovered trends in the interviews/focus groups phase.

The validity of the survey results is further ensured thanks to the diverse profile of the respondents. At first place in the survey there are representatives from different professional roles where the larger group represented are CEOs/ General managers (24%), Trainers (Internal – 16%; External – 10%) and Other (24%) incl. Project managers, Project Coordinators, Teachers, Business development executives, etc. Secondly, with this research instrument the project consortium was aiming to receive the





feedback from different economic sectors. As a result, 15 economic sectors were reached and are represented in the survey. The respondents are from 15 different sectors, ranging from NGO, Finance, Consulting, Hospitality and Tourism, Utilities, etc. 44% of all respondents are representatives of education and training organisations.

3.4. Qualitative semi-structured interviews with corporate representatives were conducted in the 6 partner countries in order to investigate to what extent the SDGs are incorporated on a corporate level, whether they are related to the CSR activities, and also how CPD courses and projects are related to CSR or SDGs within companies. The semi-structured interview form has been chosen for the qualitative research. Structured questions have been designed in order to build on the main findings from the survey and have been focusing on particular patterns in order to provoke a critical comment on the topic. Altogether **27 interviews** and **1 focus group** have been conducted in the 6 partner countries. As in the survey where the companies were from diverse economic sectors, in the interviews participated variety of companies – non-profit organisations, organisations in the service industry, in consulting and education, in IT, in finance & banking, in energy, in services and production. The majority of participants were representatives of the General Management (24%) and in-house or freelance trainers (26%). Other participants were HR representatives, CSR/Sustainability managers and Marketing/PR professionals (9% for each group). All the main highlights shared during the interviews are presented in the ‘General overview and main findings’ section of this report.



4. General overview and main findings

The general overview and main findings of the stocktaking phase are elaborated in two main areas. At first place the Desk research of the current situation in the six partner countries by getting more detailed look over the status quo of the Political and Business environment, SDG initiatives that show how SDGs are promoted and accepted by the society, Environmental awareness of companies and the society, and examples of best practices related to SDGs in each of the six partner countries.

And secondly, the survey and interviews were conducted in Austria, Belgium, Bulgaria, Germany, Italy and United Kingdom which are stressing on companies' experience in CPD practices related to the SDGs.

4.1 PESTLE analysis regarding SDG related practices in the six partner countries

4.1.1 Political environment – how SDGs are supported as policies, laws, decrees, resolutions

In all partner countries the government is working towards SDGs advocacy and promotion of their application through CSR by small and medium-sized enterprises (SMEs) as well as large enterprises. The countries that have a long-lasting history and set policies followed by concrete action plans are Austria, Belgium, Germany and the United Kingdom.

- *Austria*

In 2010, Austria adopted a **Sustainable development strategy** (Österreichische Strategie Nachhaltige Entwicklung, ÖSTRAT), followed by an Action plan in 2011. The government structures involved in the CSR part of the program are the Ministry of Sustainability and Tourism (BMNT), the Social Ministry (BMASGK), and the Ministry of Economy, Family and Youth (BMWFJ). ÖSTRAT lists **5 main priorities**: action-field "Quality of life in Austria", action-field "Austria as a dynamic business location", action-field "Austria as a living space", action-field "Austria's responsibility" and topics that of importance specifically to Austria (e.g. regionalization vs. globalization).

When analyzing the political and structural framework conditions, Austria only achieved seven out of 28 possible points and came in 24th place in an EU comparison. In the Sustainable Development Report (2019), which is published annually by the UN Sustainable Development Solutions Network it is stated that Austria **performs really** well in areas such as poverty (**SDG 1**) or peace, justice and strong institutions (**SDG 16**), but needs **improvement** in **SDG 12** (responsible consumption and production patterns), **SDG 13** (measures for climate protection) and **SDG 17** (partnerships to achieve the goals).



- *Belgium*

Regarding the **support for the SDG's**, a memorandum on the division of tasks for the preparation and follow-up of the Sustainable Development Goals (SDGs) was approved at the Council of Ministers of 24 July 2015. It provided for the federal monitoring and implementation in Belgium to take place from the competence sustainable development. Five action points were set up:

1. Making the SDGs known to civil society.
2. The updating and integration of the SDGs into the existing instruments of the federal strategy on sustainable development.
3. The realization of the SDGs through the operation and policy of the federal government services.
4. Promoting a coherent approach to SDGs between the federal and regional authorities.
5. Setting up partnerships between the government and the social actors regarding the SDGs.

At Belgium's **Federal level** a working group was set up within the Interdepartmental Commission for Sustainable Development (CIDD/ICDO) to develop a more structured **policy on CSR**, in partnership with regional government representatives. Its work has resulted, among other things, in the Reference Framework – **"Corporate Social Responsibility in Belgium"** and the **"Federal Action Plan on CSR"**. Furthermore, SDGs are integrated in the political agenda of the country and a **"National Action Plan Enterprises and Human Rights"** is implemented with focus on the "People" aspect of CSR (People, Profit, Planet).

- *Bulgaria*

A study commissioned by EU Parliament on the status of implementation of the 2030 Agenda in the individual member countries does not bode well for Bulgaria. The structures necessary to achieve the United Nations' Sustainable Development Goals (SDGs) set out in the 2030 Agenda are practically missing. When analyzing the political and structural framework conditions, Bulgaria holds the last place in the EU, having achieved only 3 out of 28 possible points.

Bulgaria is doing **best** with SDG 7 (**Affordable and clean energy**) and 15 (**Life on land**), having already met its goals. Many of the other goals show improvement, although so far, the efforts appear insufficient to reach the aims. The most **challenges** remain in SDG 10 (**Reduced inequalities**), having a Gini coefficient of 41.1 and 12 (**Responsible consumption and production**), with a significant amount of e-waste and industrial SO₂ emissions.



Pursuing the 2030 agenda, the government of Bulgaria prepared a 2030 strategy draft, which was made available for public discussion in the end of 2019. The strategy sets out 3 strategic aims: Technological transformation; Demographic uplift; Reduction of inequalities.

- *Germany*

By 2014, the German government launched its first charter "ONEWORLD - ONEWORLD" with a focus on sustainability, which already included 9 goals. This charter thus became the basis for national preparations for the 17 sustainability goals of the UN Agenda 2030 of 2015, so that the existing goals could be supplemented and expanded in a short period of time.

For the implementation of the 17 SDGs, the German government has also developed a "Management Concept for Sustainability". The core idea of this sustainability strategy is to facilitate the practical orientation of politics and society towards sustainable action. The goal is an ecologically, economically and socially balanced development.

Most of the projects that focus on SDG are not initiated by the government, but are mainly supported and promoted. One of the examples is the project "Berlinaline Social Bus" (in the context of SDG #2), which was supported by the local government. Most of these projects aim to make people aware of the SDGs and their opportunities for participation.

- *Italy*

On 22 December 2017 the Interministerial Committee for Economic Planning (CIPE) approved the National Strategy for Sustainable Development. The strategy establishes the guidelines for economic, social and environmental policies aimed at achieving sustainable development goals by 2030. The strategy coordination was entrusted to the National Commission for Sustainable Development, established under the Presidency of the Council of Ministers.

There are governmental policies to achieve SDGs such as the Green New Deal promoting urban regeneration, energy conversion towards a progressive and increasingly widespread use of renewables, the protection of biodiversity and seas, the fight against climate change. The first action in this direction has been the "Legislative Decree climate" which introduces: a "mobility voucher" for citizens who choose to scrape cars and motorbikes preferring public transport and bikes; incentives for businesses that sell bulk or draft products; a reforestation fund that aims to make our cities greener and environmental databases easily accessible.



- *United Kingdom*

The UK government published Agenda 2030: Delivering the Global Goals (2017) to provide more detail on UK government activity to support Goal delivery both domestically and internationally. All of the Goals are now reflected throughout the UK government's programme of work collectively delivering activity on social, economic, and environmental issues. Each UK government department has embedded the Goals in its Single Departmental Plan – an established process to focus government efforts on important issues. Each department's Single Departmental Plan outlines how planned activity will support the delivery of the Goals.

The UK Parliament has carried out a number of inquiries on the Goals and their delivery, including the International Development Committee, the Environmental Audit Committee, and the Women and Equalities Committee. The All-Party Parliamentary Group on the United Nations Global Goals for Sustainable Development (APPG) also brings together Members of Parliament to discuss and promote the Goals.

4.1.2 Economic/Business environment – attitude of companies towards SDGs and CSR

In all partner countries CSR is being recognized as an important part of the business – in terms of profitability, employee retention and attraction, impact on the environment. However, CSR activities not necessarily are related to a specific SDG or are with a long-term duration. More opportunities could be developed in terms of SDG recognition and implementation. One of the countries with a stable long-lasting history and set policies followed by concrete action plans are Belgium and the United Kingdom.

- *Austria*

According to **respACT** (<https://www.respect.at/site/de/themen/sdgs>), the SDGs offer a comprehensive overview of the global trends in sustainability and the diverse entrepreneurial opportunities associated with these trends. Resource scarcity, demographic and climatic changes, but also related regulatory measures can make the economic environment increasingly uncertain for many companies. The integration of the goals into the corporate strategy is an important step in order to operate successfully and resiliently even under changing conditions.

Many companies are already recognizing the urgency and the opportunities that come with the SDGs. They are aware that long-term success is only possible if the solution of ecological and social issues is part of the corporate strategy. Innovation potential, new markets and the "License to Operate", the



social acceptance of entrepreneurial activity, are closely linked to the solution of global challenges in the SDGs.

- *Belgium*

In the survey '**CSR Monitor 2018**', Trendhuis surveyed 640 Belgian companies about their view on and approach to sustainable entrepreneurship. The survey showed that three-quarters of Belgian companies believe that the inclusion of CSR pays off in the long term. CSR can motivate employees, attract talent, convince customers and save costs. Two thirds of Belgian companies see CSR as a necessity to survive in the rapidly changing world. Large companies are more convinced of this than SMEs. The business community in Belgium believes that corporate sustainability is more than just a hype.

The companies also see economic benefits. More than half of the companies think that sustainability has become a purchasing criterion for their customers. An approximately equal share of entrepreneurs thinks that CSR helps to save costs.

- *Bulgaria*

The main drivers for adopting a more sustainable business model do not appear to exhibit any local specifics – the factors listed by companies include a competitive advantage, a desire to maintain a positive corporate image, and compliance with international and national regulations.

Some of the most active organizations in the popularization of initiatives on sustainability and corporate social responsibility are: UNDP (United Nations Development Programme), UNIDO (United Nations Industrial Development Organization), BBLF (Bulgarian Business Leaders Forum), Bulgarian Chamber of Commerce, Bulgarian Chamber of Commerce and Industry, CEIBG (Confederation of the Employers and Industrialists in Bulgaria, American Chamber of Commerce in Bulgaria, BCAF (Bulgarian Charities Aid Foundation).

- *Germany*

Especially large corporations and some medium-sized companies are aware of SDGs and are interested in implementing them as part of their strategies. Of course, each company focuses on different SDG-s, and since there are no common concepts for presenting their results, comparison is more of a challenge. However, once companies have implemented and executed a selection of SDGs, they report on them, with reporting varying from a simple report to the development of a new product directly related to one or more SDGs. Not only profit maximisation is the focus of companies, indirect key figures are



becoming increasingly important today. These include, for example, image growth and the developing employee motivation in a company.

The aspect of sustainability is becoming more and more important in business. Through a sustainable corporate strategy, future opportunities can be made conscious, problems can be made predictable and addressed, and society and markets can be made much more stable. Since SDGs in this context are only at the beginning of their implementation, the number of German studies that can actually record development is limited.

- *Italy*

In Italy, the General Confederation of Italian Industry (Confindustria) has recently published a Sustainability Manifesto that highlights the private sector's key role and ability to mobilize economic resources, and to make the Agenda more tangible for ordinary citizens.

In this sense, a very interesting initiative is the so called "Sustainability Map", a ranking of Italian companies that respect a series of environmental, human and ethical standards. The initiative has already gathered 250 companies and is an exercise that may produce positive spill-over effects, given the increased visibility and opportunities associated with being included in such ranking.

- *United Kingdom*

The UK's business and private sector considers itself a leader in responsible business and the Goals give an added incentive and obligation to make a more profound commitment to the wider society. The Civil Society* Strategy (2018) sets out a vision for supporting responsible business as a force for good in UK society (*civil society is defined as individuals and organisations acting with the primary purpose of creating social value). Businesses in the UK are increasingly putting social and environmental responsibility at the heart of what they do. Companies are more aware that responsible business is not just good for society but for business as well. For example, in the UK 62% of prospective employees have a strong expectation that their employer will have a "greater purpose", and their job "a meaningful societal impact", and 79% of the public agree that "CEOs should take the lead on change rather than waiting for government to impose it".

In 2018 the UK Government commissioned an assessment of the level of UK business engagement with the Goals. This showed that UK public businesses were most engaged with the goals. Few private businesses championed the Goals, although many were highly engaged with sustainable development. However, over half were beginning to explore how they could contribute to both the Goals and



sustainable development. Small- and medium-sized-enterprises (SMEs) evaluated had extremely low levels of Goal awareness.

4.1.3 SDGs initiatives – how SDGs are facilitated, promoted and accepted by society

In all partner countries there are a number of stakeholders that promote CSR and support businesses to contribute to a better society. From the Desk research it can be observed that there are different types of organisations that work towards facilitation of CSR on national and European level not only private initiatives but governmental, too. This shows an active involvement towards the CSR topic with concrete action in its promotion among the corporate sector and society as a whole.

- *Austria*

respACT is Austria's leading corporate platform for responsible business. It is an important node in the implementation of the SDGs between international sustainability organizations such as the World Business Council of Sustainable Development, CSR Europe and the UN Global Compact, public institutions and companies. respACT prepares important tools such as the "SDG Compass" or the "CEO Guide to the Sustainable Development Goals" specifically for its member companies and communicates their possible uses. In addition to the practice-oriented implementation measures of the SDGs in companies, respACT advocates clear political framework conditions for the implementation of the goals on an international and national level and does public relations work to make the sustainability goals visible in Austria.

Another platform for popularisation is **SDG Watch Austria** – a civil society platform in Austria which supports the implementation of the 2030 Agenda and the UN SDGs. More than 130 organizations are part of SDG Watch Austria. Other promotion activities in Austria include matchmaking of start-ups that act sustainably with companies established on the Austrian market and civil society actors; competence center for sustainability (**Zentrum Nachhaltigkeit**); platforms with teaching materials in German, related to sustainability and SDGs in particular (**Portal Globales Lernen**); online education academy (**The SDG Academy**), which creates and curates free, English-language university-level courses on a wide variety of areas of sustainable development. The courses of the SDG Academy are interactive, so that learning and discussion are possible both in an exchange with a global faculty of experts on sustainable development as well as with fellow students.

There are two other channels that promote SDGs in Austria: 1) **SDG-Compass** is a guide showing in five steps how companies can make the greatest possible contribution to the SDGs. Using these five steps, companies can plan or adapt their own activities, depending on how far their core business strategy is



already designed for sustainability; 2) **Blueprint's SDG Briefs** challenges business to think critically about how the five leadership qualities can be applied to its strategies in support of the achievement of the SDGs. Companies are encouraged to adopt holistic and systemic solutions to achieve the scale of impact required for realizing the SDGs. Self-reflection is crucial to this, and the Briefs challenge companies to take full account for all of their impacts, both positive and negative.

- *Belgium*

SDGs are the main part of CSR in Belgium and as such, all CSR activities are related to them in some way. In terms of the attitude within the society, there are several groups. Female consumers in the category "Post family" (+ 55 year olds) are just a bit more willing to pay extra for sustainability. Young men are least concerned about this. Consumers are more willing to pay extra if the CSR aspect is directly connected to the product (or service) itself, such as ecological or healthy products.

In the study '**Consumer Insights**' from Trendhuis with regard to the attitude of consumers towards CSR in the retail sector we found out that most consumers consider CSR to be very important. CSR, however, is viewed in three different themes: 1) Baseline issues – if expectations are not met, the retailer will lose consumers, especially if this is covered by the media (e.g. customer service, food waste, honest advertising); 2) Consumer issues – retail themes that are directly related to products or services as ecological, energy-friendly or healthy products; 3) Niche issues: these are retail themes that are particularly close to a sub-segment of the population, such as privacy or mobility.

There are three channels that promote SDGs in Belgium: 1) '**MVO Vlaanderen**' is the knowledge center for CSR of the Flemish Government. It inspires and informs about corporate social responsibility. It is for everyone with an interest in corporate social responsibility. It contains a wide range of instruments including sustainability reporting or the CSR-scan and information on various themes with the aim of helping organizations to put CSR into practice; 2) **The Shift** is the leading Belgian CSR network for companies that together, with diverse number of stakeholders, strive to shape a sustainable society. The organisation currently has 334 members four of which are employer's federation; 3) **Time4Society** is the leading Belgium CSR-driven network for coaching and implementation of the SDGs via the SDG-FITplan®.

- *Bulgaria*

There are different initiatives promoting SDGs to the society on a local level. A good example of a partnership working for sustainable goals is **Education Bulgaria 2030**, an organisation uniting NGOs and companies in the overall objective of achieving quality education. Its aims are related to pre-school, school



and university education. Other than that, most discussions related to SGDs in Bulgaria revolve around the proposed Bulgaria 2030 strategy. Many institutions submitted statements in the strategy and some of them were published in mainstream media. A very strong organisation is the **United Nations Global Compact** – a platform for knowledge exchange and dialogue with the active participation and support of companies, specialized UN organizations, business associations, non-governmental and trade union organizations to promote corporate social responsibility and ethical business standards. Another initiative is the **CSR ADVICE BOX** – an online platform that provides synthesised information in the area of sustainability. Some of the topics are: Strategy on sustainability; Business Strategy and SDGs; Sustainable Supply Chain; United Nations Global Impact, etc.

The topic of sustainability and SDGs in general is being recognised by the Bulgarian Business Leaders Forum which in 2003 established the **Responsible Business Awards** with the aim to promote the socially responsible behaviour of businesses in Bulgaria. The awards are an acknowledgment of the efforts of those companies that successfully develop projects in the field of corporate social responsibility and at the same time seek to encourage other business representatives to develop active social policies. Prizes are presented in the following 6 categories: Community Investor; Environmental Investor; Investor in human capital and working conditions; Knowledge Investor; Reason-related marketing reward; Best social policy for small or medium-sized enterprises. There are a number of smaller awards on sustainability offered by media and professional organisations. The awarding of prizes and the positive publicity associated with that appears to be the main channel for promoting SDGs.

- *Germany*

The awareness of SDGs is complex. In Germany, there are many projects and programs that deal with SDGs and try to raise awareness. But a study from 2019 shows that less than 50% in society actually know something about them. There are many projects that are supported by the government, stakeholders in this field and foundations, but with the focus on the civilian population, the effects are just beginning. From the whole field of SDGs, the personal interest most frequently mentioned is the Climate Action (**SDG 13**). The best known and most willing SDGs usually relate to personal consumption and the area of the ecological environment (**SDGs 7, 12, 13, 14, 15**).

In terms of channels of information, mostly there are online courses. However, most courses are designed as e-learning courses. There are online platforms where registration is needed to get access,



where participants have the opportunity to meet other participants and exchange information. A large part of the material is asynchronous.

- *Italy*

From the point of view of the participation of civil society and the dissemination of the Sustainable Development Goals, a significant reality is represented by the Italian Alliance for Sustainable Development (ASviS). It was in 2016, upon the initiative of the Unipolis Foundation and the University of Rome “Tor Vergata”. Its aim is to raise the awareness of the Italian society, economic stakeholders and institutions about the importance of the 2030 Agenda for Sustainable Development, and to mobilize them in order to pursue the SDGs.

The Alliance already brings together over 220 member organizations among the most important civil society institutions and networks: associations representing social partners (businesses, trade unions and third sector associations); networks of civil society associations pursuing specific Goals (health, education, employment, environment quality, gender equality, etc.); associations of local public administrations; public and private universities and research centres; associations of stakeholders working in the fields of culture and information; foundations and networks of foundations; Italian organizations that are members of international networks dealing with the SDGs.

The Alliance is focused on several activities aimed at promotion of SDGs: 1) National ASviS-Miur **Contest “Let’s score 17 Goals”**. Transforming our world: the 2030 Agenda for Sustainable Development” for the most creative projects contributing to the awareness or achievement of one or more SDGs. 2020 will be held the contest’s 4th edition; 2) The release of a **120-minute e-learning course** on the 2030 Agenda and the SDGs. Through the course ASviS intends to support the process initiated with the Ministry’s launch, in October 2016, of the National plan for teacher training, especially for what concerns the development of global citizenship competencies; 3) Establishing **three Master’s degree programs**: a LUMSA Master in Management for the SDGs, a Master in Journalism with a sustainable development specialization at the University of Bologna, and a Master in Global Economics and Social Affairs at the University of Venice “Ca’ Foscari”.

- *United Kingdom*

Reports by the UK government suggest that awareness of the SDGs amongst the general UK population is **at a lower level than in many other countries**, in fact a 2017 report described awareness of the Goals as “*shockingly low.*” A report by the UK Stakeholders for Sustainable Development (UKSSD)



states that they “have seen no evidence that the Government has taken any steps to raise awareness of the SDGs with external stakeholders, and particularly with children and young people.

The school curriculum in the UK provides plenty of opportunities to discuss topics that are directly relevant to the SDGs – and teachers are free to expand upon this to raise awareness of the goals. However, the government have been criticised for this approach as “it ignores the fact that inclusion of the topics relevant to the SDGs does nothing to raise awareness of the Goals themselves”.

The National Union of Students (NUS) has created SOS – Students Organising for Sustainability – to canvass and track student opinions on the Goals. They found (between Jan 2018 and Feb 2019) that there was a significant increase in the awareness of SDGs amongst students, and an increased desire to learn about them. Students saw Goal 13, Climate Action - as the most important Goal and viewed climate change as the most important issue facing the world today. Inequality (income, discrimination) was seen as the most important issue facing the UK.

There are some good examples of awareness and engagement across wider society, but there is little consistency of approach. For example, in the City of Bristol the Mayor announced a Sustainable Development Goals Ambassador and the Bristol SDG alliance brings together higher education institutions, charities, civil society groups and businesses to create localised targets for the City.

In terms of digital promotion of SDGs, the main way used is through social media campaigns. Also, there are a number of examples of e-learning courses available for example The University of London Distance Learning Programme on Sustainable Development links in a specific and detailed way to the Goals.

4.1.4 Environmental awareness of society and companies

All of the partner countries are actively engaging in solving environmental issues on a local level. These goals widely recognised and praised by both companies and society. Most of the attention and effort is concentrated in Belgium, Germany and the United Kingdom. In terms of consistent and regulated efforts Bulgaria and Italy are in the beginning of the process.

- *Austria*

The Climate Alliance is the largest climate protection network in Austria. It has grown and embraced continuously: communities, companies, schools & kindergartens as well as all 9 federal states. The core of the Climate Alliance work is information and awareness raising, networking and further



education as well as the implementation of projects and campaigns in the areas of climate protection, climate justice and climate change adaptation.

- *Belgium*

The 2017 Special Eurobarometer 468 on **attitudes of Belgian citizens** towards the environment shows that 86% of Belgian citizens are highly concerned about the effects of plastic products on the environment (EU average 87%) and about the impact of chemicals (92% vs an EU average of 90%). Overall, Belgian society seems supportive of circular economy initiatives and environmental protection actions.

With regard to the **corporate sector in Belgium**, private investments, jobs and gross value added related to circular economy sectors increased from € 2292.6 million in 2009 to € 2843.5 million in 2015. 51% of Belgian SMEs have invested up to 5% of their annual turnover to be more resource efficient (EU average 50%), while 36% claim to offer green products or services or say they are planning to do so in less than 2 years (EU average 33%).

- *Bulgaria*

Around 40 % of Bulgarian households use wood or coal for heating. In addition, the energy production of Bulgaria is highly dependent on coal, which accounts for roughly the half of the country's demands, although thanks to the large hydrological resources and growing wind and solar capacity, the sustainable energy production is also impressive (20.5 of the total for 2018 according to the National Institute for Statistics). The median age of the automobiles driven by Bulgarians is among the highest in the EU, with around a quarter of them being over 20 years old.

The overall situation regarding popular opinion on environmental issues is mixed. Bulgarians agree that the environment is a serious concern that affects them personally, but are not always prepared to take a stand for it. The measures most preferred by Bulgarians, according to a recent Eurostat survey, are changing consumption patterns, combined with stricter laws, taxes and fines on business. Personal commitment, however, remains well below the EU average, especially with regards to recycling. One notable example is that 82% of Bulgarians agree partially or fully that clothing should be offered at the lowest prices regardless of its environmental impact and the working conditions for the manufacturers, compared to a 49% EU average.

- *Germany*

The German population's focus with regard to SDGs is primarily on environmental issues. Most of the actions and projects that can be found are focused on the environment and offer a wide range. These



include, for example, the project "Change the Power" with its focus on climate justice for cities and municipalities. In this area there are already organisations such as "myclimate", which on the one hand support a large number of climate projects, but are also active as consultants. The projects themselves focus on environmental issues and the development of material and information in this context, which is then made available through various platforms or websites. The central theme is first and foremost to make people more aware of the environment and act more consciously.

- *Italy*

The Italian population seems to be quite aware of environmental issues. During a survey conducted among Italians in 2017, more than one third of the respondents declared to be very worried about environmental risks such as pollution, the ozone hole and danger for the planet.

In April 2019 the young activist Greta Thunberg was invited to the Senate of the Italian Republic to give a speech on climate change, she met as well the Pope and gathered thousands of young Italians in several different Italian cities within the Movement Fridays for Future.

- *United Kingdom*

Environmental issues receive a significant amount of attention in the UK amid a growing concern and appreciation of the climate emergency – public concern has now reached record levels. Young people are even more likely to feel that environmental issues are one of their main concerns. This is evidenced by public events such as The Extinction Rebellion protests in London and other areas. Data suggests that events such as these increased levels of awareness further and caused reported levels of concern to increase more sharply than they already were.

UK companies are also increasingly aware that environmental responsibility has a huge role to play in the public's perception of them and therefore their strength as a business. Large international companies have been responding to this for some time.

Research by NatWest found that Britain's medium-sized businesses are also responding to this trend, with 57.5% saying that sustainability is "extremely" or "very" influential in their decision making. Almost two-thirds of companies already invest in corporate social responsibility programmes, with 64% of mid-sized businesses having committed to ethical behaviour through corporate social responsibility.



4.1.5 Legal aspects and legal obligations for the companies, related to the SDGs

- *Austria*

With the adoption in 2017 of the Law on Sustainability and Diversity improvement (NaDiVeG), publicly listed companies of over 500 employees must report on social and ecological themes, risks, strategies, results and non-financial performance indicators.

- *Belgium*

Belgium has a long tradition in committing to sustainable development, both at the federal and the federated levels, and has a strong institutional set-up in this respect. This Belgian commitment was reinforced in 2007 by the inclusion of sustainable development in the **Belgian Constitution**. Article 7a states that “in the exercise of their respective competences, the federal State, communities and regions pursue the objectives of sustainable development in its social, economic and environmental dimensions, taking into account intergenerational solidarity”.

The various governments in Belgium have therefore each developed their own policy in the field of sustainable development and specified concrete legal requirements and obligations in separate policy documents and action plans for each sector and SDG area.

- *Bulgaria*

At the moment there appear to be no legal obligations for companies, but with the adoption of the Bulgaria 2030 strategy and the beginning of its implementation the situation might change. It's worth noting that so far business has relied mostly on self-regulation and has played the active part on the sustainability agenda.

- *Germany*

The German government added a list of 38 areas relating to indicators to the concept of sustainable management. Each of these indicator areas has a number of different key indicators that relate precisely to a specific goal. Above the indicators there is a system of indicators that targets 6 different aspects: 1) Consistently applying sustainable development as a guiding principle in all areas and in all decisions; 2) Global responsibility; 3) Conservation of natural resources; 4) Strengthening of sustainable management; 5) Maintaining and improving social cohesion in an open society; 6) Using education, science and innovation as a motor for sustainable development.

To provide the German government with the necessary expertise and knowledge, an independent council was founded in 2001: the German Council for Sustainable Development. Its members were



selected and appointed according to their professional and personal background in ecological, economic, social or global issues.

- *Italy*

Italy was engaged in gearing the 2030 Sustainable Development Goals (SDGs) to the economic, social and environmental planning, by drafting the National Sustainable Development Strategy 2017/2030 (NSDS). The NSDS is an update of the former Environmental Action Strategy for Sustainable Development in Italy 2002/2010 and a first step towards a holistic policy framework, widened to include social and economic dimensions, in line with the 2030 Agenda. The Ministry of Environment has led the process for the elaboration of the NSDS, adopting an integrated, balanced and inclusive approach, in line with the 17 Sustainable Development Goals and Agenda 2030, to ensure consistency among different policies and an effective process of implementation.

- *United Kingdom*

The Department for International Development is the lead government department on implementing the SDGs. All other government departments are required to embed the goals in their single departmental plans (SDP) and associated reporting mechanisms. The Cabinet Office has a role in coordinating domestic delivery of the goals through the SDP process. The Office for National Statistics is responsible for reporting the UK's data for the SDG global indicators to the UN. There have been calls for the Government to report more frequently on its progress and calls for a legal requirement for more systematic efforts towards, and reporting on, policy coherence across Government in support of the SDGs (by House of Commons International Development Committee).

4.1.6 Good practices related to SDGs and CPD experience

Even though there is a focus on CPD itself in each of the partner countries, a clear link between CPD programmes and SDGs is found mainly in Belgium and Germany. In Italy there are no governmental policies/initiatives that promote SDGs through CPD activities or educational campaigns. In the UK there is a lot of work is being done within the business sectors on Corporate Social Responsibility, and linking this to team and staff development. However, when it comes to the specific link between the Goals and CPD there appears to be a lack of initiatives. In Austria and Bulgaria there are no examples reported of organisations that connect CPD to SDGs.



- *Belgium*

With regard to CPD, the Government of Flanders approved the starting memorandum for transition priority 'Lifelong learning and the dynamic life course' in 2017. The intention is to come to a new vision of the learning path in professional life.

With regard to **CPD explaining the SDGs**, the market for tools and services is huge and constantly growing. There are plenty of alternatives in the form of social impact investments and measuring tools, certification and guidelines, CSR reporting, training programs, etc. An interesting case of CPD comes from the 'VMSG' who support cities and municipalities in reaching the SDGs with training, workshops, study days, explanations and much more. The International Service of the VSG guides local officials and politicians to get started with the SDGs in their municipality. They work on three tracks: raising awareness, politics and policy.

An interesting case of **CPD practice in the field of the environment** is the initiative "Be Circular". It involves 3 regional ministries, 15 administrations, an advisory committee and more than 60 stakeholders (public and private). It provides a wide diversity of coaching, training and funding opportunities for Brussels-based businesses. After 18 months of implementation, the average rate of implementation of Be Circular measures is 45%. More than 20% of the measures are 100% complete, many of which are recurrent over time.

- *Germany*

On the German market itself, CPD offers in this area are rarely found, which means that companies have a certain need for SDG experts. The range of CPD offers in the area of SDGs is limited. Most of them are aimed at teachers and educators. The **LaNa conference** is aimed at researchers whose research is related to SDGs in teacher education as well as teachers who work with SDGs at university or school. Also, another practice is the organized **SDG teacher training course** which is a short-term course with didactic material and information about the SDGs.



4.2 The corporate sector on SDGs and CPD: Main Highlights

A comparative analysis was conducted in order to summarise the main findings of the survey and interviews which has collected the responses of 102 corporate representatives and also 27 interviewees that took part into the semi-structured interviews. Overall, **129 opinions** of corporate representatives from variety of economic sectors.

4.2.1 Overall SDGs awareness and experience

All companies that took part into the survey and interviews attach increasing importance to the SDGs. Out of all the surveyed companies 83.5% of them are aware of the Goals, with 50.5% of them are working towards their achievement on some level. 22.7% of the surveyed organisations are actively engaging the employees in the implementation of the SDGs.

From the survey results it is evident that most of the companies (66.4%) are including the SDGs into their corporate values and sustainability strategy. Not only that, but also some companies (21.2%) put stress on the implementation of SDGs as an opportunity to improve their multi-stakeholder partnerships. Interviews provide more in-depth overview on how organisations perceive the SDGs – even if some organisations are naming their initiatives as part of the SDGs or have no specific knowledge about the concept of the Goals, a big deal of them engage in initiatives that are actually supporting the Goals and the targets set by the United Nations. This is especially relevant for Austria, Bulgaria and Germany, whereas in Belgium where CSR is a widely advocated concept, organisations view SDGs as a framework in which they assess their specific CSR activities and helps them to make a link with their organisational mission and the worldwide ambitions. In Italy, on the other hand, it is visible that there is some awareness in terms of SDGs related to the environment, but a lot more work is needed to raise awareness and better understanding of the concept.

It is worth noting that organisations that operate on an international level, usually have a top-down approach and the SDGs are fully incorporated in their global corporate strategy, therefore steps are being done to be implemented in the most successful ways on a local level.

When asked for the reasons to support and implement the SDGs, from the survey results it became clear that the notion of SDGs is perceived by companies as a complex, nonetheless a rewarding concept. A lot of work is being done in Belgium where half of the surveyed organisation representatives stated that they have participated in a training for the SDGs – what they mean and how they could be implemented in their organisation.



Almost an even percentage of the companies view SDGs as a possibility to increase their brand reputation (19.1%), to improve their employees' well-being (20.3%) and to answer and contribute to the community environmental concern (23.4%). Of much less importance are factors such as attracting new employees, national regulatory requirements and cost reduction efficiency – less than 19% of all companies provided these as an answer. From the desk research and interviews it is evident that regulatory requirements are often missing or aren't compulsory.

Interviewed Austrian and Bulgarian companies shared a similar view on the topic of SDGs integration within the corporate world and in the society in general. One of the issues mentioned is the lack of a fundamental approach. Due to the current pandemic situation worldwide, in many companies the environmental/CSR managers do not exist anymore. Other setbacks that companies see could be summarised as follows:

- lack of structures for SDGs in terms of policies
- too broad concept, SDGs need to be operationalised
- negative wording of the Goals – little is said about what is (behaviourally) effective)
- lack of strategic vision by the companies

On the other hand, companies see value in incorporating and implementing the SDGs in their corporate strategy. It is noted by interviewed organisations that the Agenda 2030 matches companies' natural focus to be more efficient, achieving the same productivity while saving resources.

4.2.2 SDG corporate focus and projects

From the survey results and the conducted interviews, it is evident that organisations are becoming more and more involved in implementing the Goals in their daily operations. Even when such initiatives are not under the framework of the United Nations' SDGs, companies actively engage in various projects and focus their efforts in specific areas of interest. From the survey 6 Goals stand out as more important for and are being supported by the participating organisations:



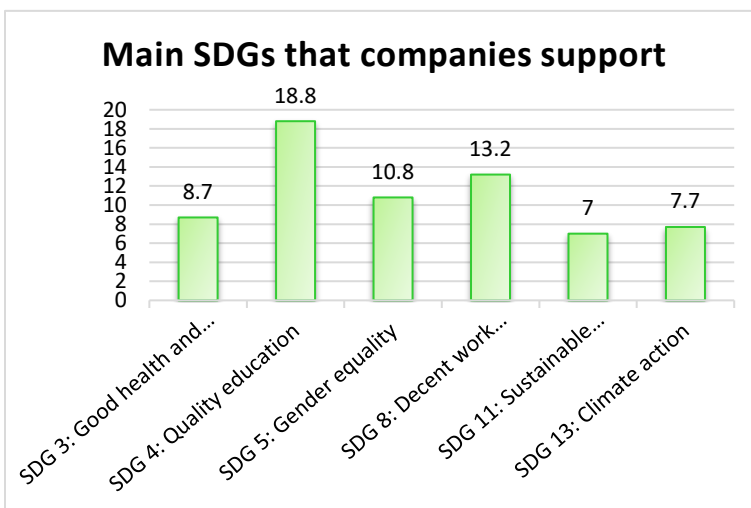
The interviews have shown that the easiest actions to implement are the ones, related to SDG 13 – Climate Action. In Italy, for example, there are initiatives to reduce the usage of plastic in the office and planting trees as part of one-off events. One of the interviewed organisations in the UK is a rehabilitation centre and this is a clear case of an organisation whose mission and vision is clearly connected to SDG 3 – Good Health and well-being. As noted by the rehabilitation centre representative, they indirectly contribute to Goal 1 – No Poverty, since they are actively helping people to return to work and to support themselves and families.

Additionally, in all other partner countries there are initiatives, related to SDG 4 – Quality Education.

Different examples can be found in organisations that are internationally represented. From language courses, trainings for people with disabilities (Austria), activities for high school students and university students that promote vocational education and specific professional fields (Bulgaria and the UK) to work with migrants and refugees (Bulgaria, Belgium) and nurturing partnerships for sustainability efforts (Belgium).

An interesting, but also expected result, is that more than 70% of the surveyed organisations stated that they have never attended a specialised training or any courses, focused on SDGs. Even though organisations want to be more SDGs aware and work towards implementation of the Goals on company level, it is evident that more expertise and knowledge-sharing practices are needed for this undertaking to be successful.

Some of the good examples of employees being engaged in SDG initiatives, shared within the interviews, can be found in Bulgaria and Belgium. Companies in Bulgaria engage employees in volunteering campaigns, related to the organisation's priorities (e.g. energy poverty, climate change, etc.). In Belgium some companies organise monthly team meetings where employees can propose ideas and insights on initiatives that they can take part in. External trainings and support of eco initiatives are also part of companies' efforts to incorporate them in the organisation.





4.2.3 CPD awareness and focus

The CPD practices within the companies are high in their organisational agenda. In all partner countries organisations implement different approaches in order to improve the knowledge and skills of their employees. Some of the most used methods are:

- workshops and seminars
- coaching and mentoring
- attending and giving presentations at seminars
- team buildings

In Bulgaria and Belgium there is emphasis on soft skills, however, in production companies in Bulgaria there's also a specific need for enhancing blue collar employees' digital, technical and professional skills. In this respect survey participants and interviewees in Italy have mentioned that CPD programmes are lagging behind – most of the programmes are sporadic and not structured in a proper programme for the development of employees' key competences. In companies where there are more frequent trainings and workshops, they mainly concern specific technical skills which are not relevant to everyone.

In Austria there is focus on equality between men and women on managerial positions, language, as well as different educational offers in specific professional areas, provided by employers to employees. In Austria and Belgium there are examples of innovative practices on CPD such as e-learning and gamification and internal mobility trajectories where an employee can shift to another job (e.g. from sales to logistics) with the final goal of cross-learning. Due to the law enforcements in Belgium, many companies provide internal and external training courses in the workplace and ensure that time is made available for all employees at all levels, depending on the needs of the employees.

German companies emphasise more on developing the skills of employees in core business departments, especially within companies in the areas of software and technical systems. Both internal trainings and external courses and events are being present in German companies. Soft skills trainings are not so popular as they are not related to specific technical and software skills and knowledge needed for the companies. However, they recognise that some soft skills are also important, e.g. communication skills, flexibility and the ability to find alternative solutions and strategies since the emergence of the COVID-19 pandemic.

Among the interviewed companies and organisations in the UK, only one mentioned the importance of CPD practices for their daily work life. Since the organisation is in the medical area, an



emphasis is put on soft skills: communication, support to patients and handling patient issues in a professional manner according to the internal standards of the organisation. However, interviewees mentioned that as well as with the SDGs, CPD initiatives are somewhat put aside during the pandemic period and are “looked at when things are more stable and when time can be afforded”.

In all partner countries, except among the interviewed participants in Italy, stands out that medium and big enterprises are providing a PDP (personal development plan) for each of their employees, which is updated on a yearly basis. Regardless of the CPD approaches used in every partner country, all interviewed companies have shared important skills and companies that they want their employees to possess or to develop. From the survey and the interviews could be summarised some of the top skills employees should possess according to the corporate representatives:

- teamwork & cooperation
- decision-making
- leadership
- communication skills & intercultural communication
- accountability & responsibility
- respect
- adaptability & flexibility
- language proficiency
- mentorship

4.2.4 CPD and SDG project combination

Except from Belgium and Austria, in the other partner countries none of the interviewed companies mentioned that they used the combination of CPD and SDGs. In Bulgaria the interviewees have shared that the idea of combining CPD and SDGs is challenging and they need more examples on how these two notions can be combined. The companies interviewed saw an opportunity to have a more informed and conscious employees when talking about sustainability. However, they had difficulties finding a way to include all employees in such activities that are directly related to their specific professional duties. Even though volunteering is part of organisations’ activities in Bulgaria, companies do not see it as a potential for skills development whilst contributing to the achieving of specific Goals. In Bulgaria companies have different well-being initiatives (such as sports cards) that support healthy life-style among employees.



Italy and the UK are two of the countries in which no such examples of combination between CPD and SDGs were provided by the interviewed and surveyed participants. Interviewees from UK organisations mentioned that this is a possibility and they can see a link between the two notions, but mentioned that this is not up to them within the organisation they work for. German companies also stated that even though it seems interesting and beneficial to combine these two concepts, there's lack of knowledge on the concept of SDGs. Furthermore, the scope of such combination and implementation could be very limited, to one or two specific departments within a company, in order to have any success in the beginning.

On the other hand, organisations in Austria and Belgium are actively engaging in activities that combine these two notions – Belgium companies provide online e-learning courses on topics such as CSR and also sport and exercise programmes for employees; Austrian companies provide language courses to nurture inclusion, workshops on sustainability and team buildings on CSR and SDG topics.

When asked about the possible benefits from combining CPD with the Goals, one interviewed organisation in Belgium mentioned that it is a possibility for raising awareness among employees about the importance of sustainability and to reduce waste and expenses by prolonging the lifespan of certain products. On the other hand, they point out the difficulty in developing a a persuasive story and integrating new values into the core of the company.

When thinking about the role of the Adult Educators in implementing CPD and incorporating the SDGs in it, companies attach importance to the ability of the Educator to stimulate creative ideas and knowledge related to sustainability & entrepreneurship. Not only the Educator should be enthusiastic to share knowledge, but also to have some international experience and contact with other cultures, so that they can provide good examples of SDGs implementation in other countries.. Companies see the role of an Educator as a “translator of the objectives of the Goals into practical steps that can be implemented on a company level”.

4.2.5 Online learning tools usage

The current pandemic situation accelerated the implementation of various online tools for learning and development of employees. Over 60% of the surveyed organisations are using online tools with 37.6% of them utilising online communication tools (e.g. Zoom, Hangouts, MS Teams) and 24.2% provide internal online learning platform for their employees (e.g. Moodle).

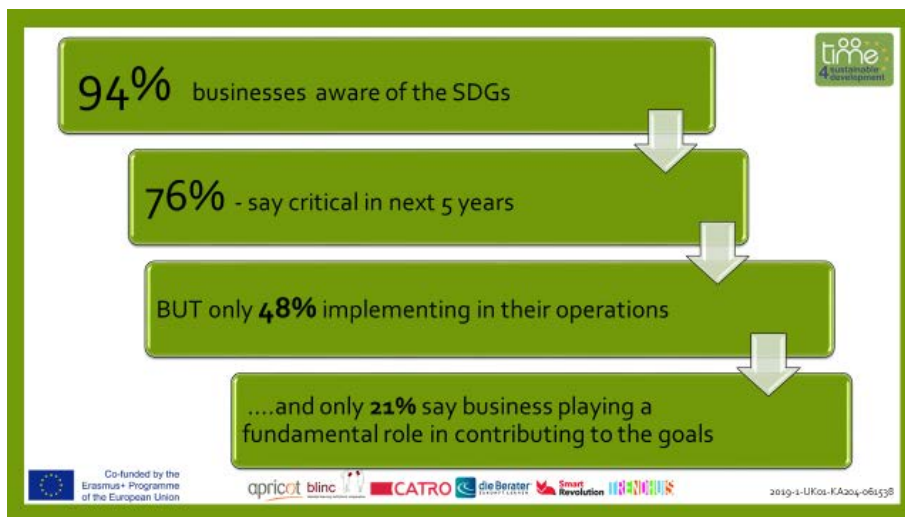


Due to the pandemic period, in Bulgaria most of the companies discovered online means of communication, which also reflected onto their ways of delivering trainings. Blended learning approaches are being considered more strongly and are already being implemented. Belgium, on the other hand, has a longstanding tradition in the usage of online learning tools, however, due to the pandemic, the use of these resources has strongly increased.

The interviewed corporate companies in Austria, for example, did not provide any information regarding online learning tools. However, a social platform social, sustainable and charitable companies (B2B network) has developed the “SDG Workshop”, aimed at companies in order to help them align their business with the Goals.

5. Stocktaking Conclusions

Many proposed and existing EU policies aim to achieve the 2030 Agenda for Sustainable Development Goals, even though they may not be explicitly framed in terms of these internationally-agreed goals. Awareness amongst business organisations in all the partner countries is high, however this awareness is largely evident at strategic levels only - and awareness is not action!

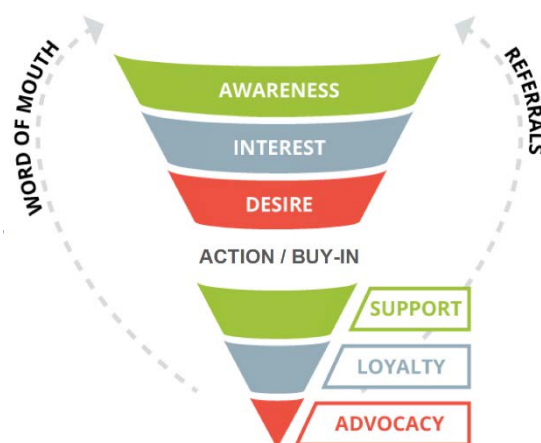


Only 48% of businesses say they are implementing any of the SDGs within their operations and few achieve this through the professional development of their employees. The key challenge is how to facilitate the integration of the SDGs into working practices.

6. EU Company Engagement

The aim of this section of the report is to explore the components of a successful strategy for engaging companies/businesses in the projects' activities; and specifically in our proposals for facilitating the integration of the Sustainable Development Goals into working practice. Effective engagement is key to the validity of our offer. Through the Stocktaking Research we have undertaken we know that businesses are aware of the SDGs (94%), but our offer is focused on facilitating implementation of the SDGs at operational level and in accordance with organisational policy and strategy. With such low levels of implementation, the question is:

“How do we engage companies so that they are motivated to move from a state of awareness to one in which they have the desire to implement the SDGs within their operations and become advocates for contributing to the goals?”



We seek to identify and share insights and best practice in engaging with employers in preparation for the piloting phase of the project and for the longer term exploitation and sustainability of our Intellectual Outputs. The partners recognise the critical role of EU Company Engagement in the project's Dissemination Strategy and in the Time4Sustainable Development Roadmap. In the implementation of the T4SD project, purposeful EU Company Engagement is required in order to:

- a) ensure effective and representative participation in the stocktaking and research activities
- b) support the development of the T4SD offer, by understanding Company needs and priorities
- c) Create a 'brand' and develop an effective marketing strategy
- d) implement the Time4Sustainable Development Roadmap for sustainability.

We recognise that structured, well-planned and meaningful engagement creates opportunities for transformation – it promotes understanding, creates a sense of ownership and facilitates co-creation. Effectively engaging companies will support better development outcomes for the T4SD project and minimise the risk of failure that can result from strategies crafted in isolation.

6.1 Understanding what quality Company Engagement looks like

Mindful of the outcomes of our research, when considering how to achieve effective Company Engagement in the T4SD project activities the project partners were very conscious that of also promoting engagement in the Sustainable Development Goals. ESCAP¹ and IAP² have developed a 'best practice' framework for strengthening engagement in the SDGs³. The framework comprises of four 'dimensions' of engagement and a set of indicators for assessment; it proposes that – particularly in the context of the SDGs – engagement must be purposeful, inclusive, transformative and proactive.



¹ UN Economic and Social Commission for Asia and the Pacific

² International Association for Public Participation

³ https://www.unescap.org/sites/default/files/Stakeholder%20Engagement%20Indicator%20Framework%20Brochure_180518_0.pdf



6.2 Time4Sustainable Development Brand creation

The brand 'Time4SustainableDevelopment' is not only at the top of the communication chain, but above the entire commercial process. It helps define the framework within we can creatively fill in the marketing mix. A brand must contain a promise.

In order to develop a Unique Selling Proposition and to answer the demand of (potential) clients, the Partners are aware that they need to become an authority and a master on the scene of sustainability, by developing a brand, and from that perspective, concentrate on the four P's of the marketing mix.

The Time4Sustainable Development approach to creating a brand is based on the following:

- The "KNOW WHY" - a magical term that compels entrepreneurs to be in the listener's shoes whether they are participants or prospects. There is a big difference between "Know how CEOs" and "Know why CEOs" (Patton: tell them where we go, why we go, but don't tell how we go).
- Knowing where you want to go and why: the Know Why is central to build the brand / the Brand Hero story. In the construction of the hero story we have seen a first basic pattern / the exceptional qualities, the self-interest of the first storyteller, the social importance of the story. Focusing on the needs and wants of employers and Adult Educators is critical in creating the brand story.
- The *social interest* is the Know Why. To do this we need an answer to three questions:
 1. Why is the world better off with Time4SustainableDevelopment?
 2. Why are people better off when they come to us?
 3. Why have people been helped with the story we spread?

In that order, i.e.:

1. product relevance
2. brand relevance
3. communication relevance.

Ideally the outcome of this is that everyone in the network of Time4Sustainable Development gives the same answer:

- why this product
- why this brand
- why this message?



Mechanisms that lead to 'hero worship' and brand equity are close together. People need brands endowed with special qualities. Just as people see their perfect selves in their heroes, they also project their perfect selves into successful brands. Every story is a hero story. An entrepreneur is always at the cradle of a brand who can do something well and wants to help as many people as possible with it.

The Time4Sustainable Development brand needs to create expectations and make people believe in certain qualities. We are aware that if our product or service meets those expectations, the most valuable output in the project's portfolio is created: *brand loyalty* and this, in itself, will ensure the sustainability of our outputs.

For effective valorisation, the brand needs adhesion. To facilitate this we have applied the GAME, NAME, FAME, CLAIM methodology for Hero Brand creation. An illustration of this method can be seen by examining the Time4Society brand (created by Trendhuis and further developed in an Erasmus+ project):
GAME - This is the big story, the assignment you give yourself, preferably of social importance. e.g. Time4Society promises companies that they can make a difference in this world by doing good.

NAME – An easily recognisable name – one that supports your claim. e.g. Time4Society asks companies to invest Time in the Society: one day per employee per year.

FAME - There is the sensory recognition: visual recognition (but also smell, touch, hearing) e.g. Time4Society has a strong logo, an attractive house style and two network events per year (200 x 2 people per year) where people and companies with CSR intention meet each other and where they here success stories (hero stories): they recognize themselves and want to be part of the hero story.

CLAIM – Finding the right words to explain your heroic acts. e.g. The communication of Time4Society is so appealing that business magazines and newspapers write about Time4Society and the work they are doing in supporting societal organisations – how they are making a difference.

For the Brand Hero Story, the simpler the better, provided that the 'Great Story' is central. It is not enough to be different, the story must also make sense to the audience. This works in two directions: internal (first) and external. An external promise is an internal assignment!



Applying the Brand Hero Concept to Time for Sustainable Development

➤ THE GAME

'Just saving the world'! First we answer three questions:

I. What was the big idea behind the brand?

To provide a Competence Framework for Adult Education Professionals and other personnel who support adult learners by providing SDGs coaching and training in enterprises and organisations, thus supporting the integration of SDGs into business operations.

II. How do you think you can contribute to a better world?

The future of business is by definition sustainable. Sustainable development is no longer an option, but a necessity to survive in a constantly changing world. Not only for companies, but also for the life of mankind and the planet. Using two potential routes, the SDG-FITplan of Trendhuis and the Time4Sustainable Development CPD Pathway for Adult Educators, we can meet the challenge of sustainable management and provide a structured methodologic framework for developing and integrating the SDGs at operational level within companies.

- The SDG-Fitplan is a concrete roadmap with four steps, easy to understand and implement. It is the professional base for a competence framework for Adult Education Professionals, who want to coach companies on their sustainable travel.
- The Time4Sustainable Development CPD Pathway for Educators/HR Managers/Trainers which will develop the competences to facilitate the integration of the SDGs at operational level.

III. Which social movement are we part of?

Time4Sustainable Development is part of the growing group of managers who are ever more convinced of the value of sustainable entrepreneurship. We see the advantages and we have a global sense of the big picture. We know that the SDGs can improve life on the planet and we want to contribute to it, by organising CPD linked with the SDGs. It is clear that our story will catch on if we are part of a sustainable movement. We will try to be a beacon of this new movement.

- **THE NAME** says it all: **Time4Sustainable Development** = it explains what we do, why we do it and why a company might join our concept.
- **THE FAME:** knowing is recognising. At present our brand is not yet recognised. The partners will ensure a consistency of brand identity (through the use of the logo and the Visual Identity Manual). We acknowledge that regular and consistent dissemination is crucial in raising brand awareness and this is



addressed in the T4SD Dissemination Strategy, the dissemination activities undertaken by all partners and in the development and implementation of the Time4Sustainable Development Roadmap.

- **THE CLAIM:** the right words. Our promise must be appealing by responding to a material, moral or social need. It needs to meet three conditions:
- is it true and are we certain that it will not change tomorrow?
 - does it mean something to the stakeholders?
 - can our brand cover it?

So what distinguishes Time4Sustainable Development? What promise do we make with Time4SustainableDevelopment? TO BE DECIDED!

6.3 Towards the Time4Sustainable Development Roadmap

At this moment, CSR is still stuck in the boardroom and CSR is formulated in statements like: we recycle our waste, we are concerned about our employees' psychological well-being or we encourage teleworking. But the big framework of the SDGs is not yet the reference (half of the companies in Belgium are not aware of the SDGs, Research by Trendhuis & BNP PARIBAS Belgium, 2019).

Companies admit they lack knowledge and practical tools to tackle sustainability in a well-structured way. Furthermore, they evaluate their CSR efforts mainly internally from self-assessment to dialogue with stakeholders. The application of external standards and systems are used less often or the companies do not know them.

These arguments make it possible for the partners in Time4Sustainable Development to put themselves on the market as expert in facilitating SDG implementation combination with CPD. They can strengthen companies in the development of their CSR-strategy based on the SDGs, and they also can enhance the professionalism of their collaborators.

The organisations who take part in the Time4SustainableDevelopment project, can develop a unique selling proposition for companies and organizations who want to become more sustainable. In order to develop this Unique Selling Proposition and to answer the demand of (potential) clients, we need to become an authority and a master on the scene of sustainability and by concentrating on the four p's of the marketing mix:

- a. **Product:** we may offer sustainable tools and practical instruments adapted to the needs of companies (among others with the training for sustainability advisor, the SDG Explorer, the



- SDF-FITplan® , the SDG-Fit challenge, etc...) We have to point out new market opportunities in the era of the Sustainable Development Goals, and rethink the savings that are now possible in terms as personnel policy, energy costs and partnerships.
- b. Promotion:** we need promotion material to position our organizations as experts in sustainability and to tell where we can make the difference in the development, implementation, realization and measurement of the sustainability strategy of companies. Together we seek to become a recognised European platform for Time4Sustainable Development.
 - c. Place:** we will provide blended learning opportunities, online and face2face, individually or in group, courses and via access to both a Learning Platform and an App.
 - d. Price:** we create opportunities for the different organizations to generate income on the long term, next to the income of the project, especially afterwards.

The challenge for the Partners involved in Time4SustainableDevelopment project is to become a European recognised platform in this new evolving market of sustainability and to support companies in their sustainable strategy. Our organisations have to attract companies and organisations by offering advice, consultancy, practical tools, training and developing long-term strategies. The actual project could be a starting point for the partners involved to be part of this European sustainability platform Time4SustainableDevelopment where they can exchange ideas, good practices and SDG-inspiration.

6.4 Time4Sustainable Development Employer Engagement – our approach

1. *Selecting / recruiting the right companies and involve them in (research) activities of T4SD*

Using Our Networks: For the research activities on employers' engagement towards SDGs and CPD, our approach is to reach out to companies in our networks who are already engaged in and working on these subjects within their organisations.

These companies can also be found in CSR-networks or in federations that are strongly involved in and committed to the realisation of the SDGs. This can be identified by studying their websites and their contact persons (CEO's, CSR-managers or HR-managers, etc...) or by contacting the federations engaged in CSR.



Ensuring a Varied Sample: It is important is to involve various kind of companies to get different insights. For example, Trendhuis successfully achieved this goal by interviewing companies operating in diverse sectors such as financing & banking, commercial printing, social economy, furniture and consultancy & advice.

Moreover it is also important to interview individual managers/employees with different kinds of profiles, including for example CSR managers, HR managers, Trainers, Consultants, CEOs (SMEs) and Manager Sustainable Business & Social Enterprises ensuring a cross section from different levels within the organisation.

2. *Handling challenges in this recruitment and engagement process*

According to the strict Covid-19 measures in all Partners, it was not possible to meet face-to-face for an interview. All interviews had to be done by phone or video call. It was often difficult to arrange an online meeting or people did not respond anymore when it came to setting a date. However, it was a process of sending multiple emails and call people to get the interview done.

3. *Do's & don'ts in the recruitment and engagement process + reasons why*

We recognise that it is important:

- that, initially, we only approach companies that interested in the SDGs and CSR;
- that these companies are interested in the implementation of the SDGs in their organisation;
- T4SD is presented as a solution provider and a creator of opportunities;
- be a good listener;
- not to talk about yourself for long;
- to clearly present the brand: the intentions of the people behind the brand (who are they?) and explain the “name, the fame and the claim”.

6.5 T4SD Employer Engagement Activities in Practice

a. **Selecting/recruiting the right companies and involve them in (research) activities of T4SD**

All partner countries took a pragmatic approach to involving organisations in research activities, using their existing formal and non-formal contacts in their respective networks. The German partner took on the ambitious goal to contact new companies as well, however, due to the COVID-19 situation, it



proved to be very time consuming and less successful. All in all, two main types of organisations were targeted:

- Those who already deal with CSR in some form and have explicitly expressed interest in and/or knowledge of the SDGs
- Those who might benefit from the T4SD outputs and have “unconscious” interest and line of actions towards the SDG, but do not yet have a responsible person/position for CSR matters within the organisation. This approach was also applied when contacting various associations and confederations with whom each partner organisation had already built trustful communication for years.

Partners also took part in different conferences (online and in person) who had a two-fold purpose: to meet relevant organisations’ representatives and to gain deeper knowledge on the current state of recognition of SDGs and their implementation (regardless whether the companies named their activities after the SDGs concept or not).

b. Handling challenges in the recruitment and engagement process

First and foremost, the main issue came from the COVID-19 situation in 2020. This not only affected the ways to engage potential participants, but also had an impact on their willingness and overall possibilities to take part in an interview (both online or face-to-face in the countries in which strict measures were not present at the time). Even though some partners were willing to go further and obtain new contacts, the lack of face-to-face events made it harder to establish genuine contact with potential participants.

This situation also shifted the priorities and daily agenda of some of the potential experts/managers to contact and/or interview and therefore it became harder to show the benefits of participation in the project. Not only that, but also given that almost all communication became online, some companies became unresponsive, due to the high volumes of all kind of information needed to be read. Persistence and previous personal contact were the main reasons most organisations eventually agreed to meet (online in most cases).

Aside from the COVID-19 situation, one of the main challenges still present in most of the partner countries is the fact that many companies and organisations are not aware of the SDGs as a concept or do



not have a person who is involved in the implementation of CSR activities in a coherent and consistent way.

c. What worked well in the recruitment process and reasons why

As stated above, previous personal contact was one of the key success factors for companies and organisations to get involved in the survey, interviews and the project in general. The approach was not only directed towards an organisation as a whole, but towards key people within the organisation in order to ensure a response.

Some of the partners noted that strong social media presence also helped in raising awareness, making the project recognisable and therefore increased the willingness of organisations to participate.

One of the main benefits, especially after the conducted interviews, was that some organisations (especially SMEs) started rethinking their model of work, how to incorporate the relevant for them SDGs and how to communicate this internally and externally. Larger companies see this project as a possibility to learn more or expand their activities, whereas smaller companies see this as an opportunity to dive into the concept of SDGs. The provided knowledge, know-how, steps and information are something that usually is not so accessible to smaller organisations.

d. Lessons learnt for the next stages of the T4SD project

Mainly, profit organisations are usually harder to engage, especially when you don't have a specific product/service to offer or a clear timeline of implementation of the activities, which was the case at the moment when all partners had to engage organisations, conduct interviews and disseminate the survey. A personal approach and the possibility to have a face-to-face contact work best when trying to establish a new product or service. Even if this is a new contact, a face-to-face interaction proves to be more effective, due to the easier bond and trust that it makes.

A key take-away is that depending on the size of the company, the approach towards the topic of SDGs is different. SMEs are more focused on one or two specific for their business SDGs, whereas large companies try to have a greater scope of work and are willing to implement more SDGs into their mission, vision and overall daily agenda.

When thinking about understanding and overall attitude towards SDGs, it is proven through all the interviews and the survey results in all partner countries that the SDG concept is still widely unclear, unknown and hard to grasp as a whole. In order to truly engage companies, the SDG concept should be



broken down into smaller, actionable and understandable steps that could be incorporated in the organisations' agenda and current way of work organisation. Also, the approach should be tailor-made depending on whether the organisation operates mainly on local level (usually SMEs) or on a larger scale. It is up to the trainers in the next stages of the project to identify whether the organisations that will take part are actually already working in the area of CSR and/or SDGs, but are not aware of that. This way efforts of such organisations could be focused even more and have a greater impact within the frame of the specific SDG/SDGs.

Lastly, it is noted by all partners that usually organisations don't see a clear link between SDGs and CSR on the one hand, and CPD on the other hand. Clear communication and marketing plan, as well as tangible and step-by-step offer to organisations should be developed.



Annex 1: Best practice examples from partner countries



Austria

Organisation	Description	Website
Whatchado	Online platform that helps people to get to know new job perspectives based on their own interests. The company is committed to SDGs 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth) and SDG 10 (Less Inequalities). The Company's representatives travel the world and interview people from different areas and career levels in front of a camera in order for young people to get an insight into as many jobs as possible	https://www.whatchado.com/en/
HELIOZ	The social enterprise HELIOZ provides people from the global South with safe drinking water through solar water disinfection. It contributes to eight of the global sustainability goals: on SDG 6 (clean water and sanitation), SDG 3 (health and well-being), SDG13 (measures for climate protection) and SDG1 (no poverty). HELIOZ has been top-ranked by B Corporation.	http://www.helioz.org/home/
Pessl Instruments	The company uses new communication technologies to contribute to resource efficiency in agriculture. The company informs farmers in good time, among other things, via SMS about changes in the weather or insect infestation. This way it contributes to SDG 2 (No Hunger). The SDG 6 (Clean Water and Sanitation) is contributed by the production of first-class soil moisture sensors that can be used at different depths in the field. The sensors provide the farmer with information about the daily water consumption of the plant within the various soil layers as well as data about the evaporation of plant and soil surfaces. These data are then used to determine the optimal time for irrigation and help with the targeted, efficient use of irrigation. Together with four other Austrian companies, the company belongs to the SDG Pioneers 2016.	https://www.metos.at/
Saint-Gobain Rigips Austria	Company that produces gypsum – a building material that has been tried and tested for thousands of years and is easy to transport and therefore environmentally friendly. In addition, this building material is 100% recyclable. The company focuses on SDG 7 (affordable and clean energy), SDG 8 (decent work and economic	http://www.rigips.com/



	growth), SDG 11 (sustainable cities and communities), SDG 12 (responsible consumption and production samples) and SDG 13 (measures for climate protection)	
Vöslauer Mineralwasser	A company that creates water footprints for each PET bottle to increase efficiency. Makes an extensive contribution to achieving SDG 6 (clean water and sanitation) by continuously working to reduce water consumption.	https://www.voeslauer.com/web/at/
Erste Group	In addition to free access to the bank's products, today the focus lies on diversity and equal opportunities within employees. Erste Group is convinced of the innovation potential and the resulting competitive advantages that a diverse workforce includes (SDG 10 Fewer Inequalities).	https://www.erstegroup.com/en/about-us/sustainability
VERBUND climate school	This project enables children and young people to critically reflect on the importance of climate protection and sustainable development. Specially trained rangers from the Hohe Tauern National Park organize project lessons on the topics of climate and climate change on four school days, each with four lessons. The platform is free and since 2010 has reached more than 20,000 pupils.	https://klima.schule/
Less is More	In direct contact with clients, a range of organic certified care and styling products was developed, combining functionality and simplicity, beauty and health, ethics and aesthetics.	https://www.lessismore.at/



Belgium

Organisation	Description	Website
KU Leuven	In 2020 this Belgium university has produced four unique online courses about sustainable development, for a global audience. A highly interdisciplinary team of experts offers their insight into the intricacies of the matter, while practitioners in the domain of the SDGs are closely engaged in the discussion. The MOOC is divided into 6 topics that acquaint students with the SDGs and how they are connected to the society's needs, to the economy, environment, etc.	https://www.edx.org/course/the-un-sustainable-development-goals-an-interdisci
SDGs.be	In response to the Sustainable Development Goals, the Federal Institute for Sustainable Development has launched a website that collects all information about the SDGs in Belgium. You can find information about Belgian policy as well as international policy regarding the SDGs.	https://www.sdgs.be/en



Bulgaria

Organisation	Description	Website
Coca-Cola HBC Bulgaria	Partnering with Junior Achievement Bulgaria, Coca-Cola created the Youth Empowered program which aims to reduce the number of economically inactive young people in Bulgaria (known as NEETs). aims to reduce the number of economically inactive young people in Bulgaria. The programme started in 2017 and is still ongoing.	shorturl.at/dmqAZ and www.youthempowered.bg
Citibank Europe, Bulgaria division	Rinker Youth Challenge is the latest accelerator program of Rinker Center at BCause Foundation with the support of Citi Foundation. It aims to support the development of entrepreneurial worldview and leadership skills among young people – future entrepreneurs. Participants gain new knowledge, new friendships and learn not to fear business planning and public speaking. The program started in 2018 and is still ongoing.	https://www.rinkercenter.org/en/accelerators/rinker-youth-challenge.html
PwC	Price Waterhouse Coopers Bulgaria started a campaign "The Most Important Lesson. A Message to My Future Students" that supports Bulgarian undergraduate and PhD students – future teachers who believe this is their calling and dream of developing successfully in this field in our country. PwC will award 11 undergraduate and doctoral students with a one-year scholarship worth 6000 BGN plus one-month internship at school.	https://www.pwc.bg/bg/about-us/important-lesson.html
CSR Advice Box	An online platform that provides synthesised information in the area of sustainability. Some of the topics are: Strategy on sustainability; Business Strategy and SDGs; Sustainable Supply Chain; United Nations Global Impact. It is paid and it is mainly for SMEs. The videos were launched in 2017.	https://www.csrab.com/bg/



Germany

Organisation	Description	Website
Engagement Global – Global Festival of Action	The SDG Global Festival of Action is a ground-breaking annual event, designed by and for the SDG Action community and powered by the UN SDG Action Campaign with the support of the German BMZ, the German Federal Foreign Office and other partners with the overall aim of inspiring action for the Sustainable Development Goals (SDGs). Its objectives are the visibility and impact of global initiatives, focusing on local and innovative actions and solutions that can lead to transformative change towards SDGs. It started in 2017 and it's still being organised each year. However, it is postponed due to the COVID-19 spread.	https://globalfestivalofaction.org/the-festival/
German Development Institute	In the Sustainable Development Solutions Network Germany (SDSN Germany), leading German knowledge organisations and partners from business and society have been working together since 2014 to promote sustainable development in Germany and German commitment to sustainable development in the European Union (EU) and worldwide.	https://www.die-gdi.de/sdsngermany/
The German Sustainability Award (Deutscher Nachhaltigkeit spreis DNP)	Since 2008 the German Sustainability Award awards ground-breaking contributions to the transformation to a sustainable future. The prize aims to motivate all key players to change, to network them across borders and to encourage partnerships. It uses the best examples to show how ecological and social progress can be achieved faster.	https://www.nachhaltigkeitspreis.de/en/



Italy

Organisation	Description	Website
Italian Alliance for Sustainable Development (ASviS)	Provides e-learning course “Agenda 2030 and Sustainable Development Goals”. The course has multimedia contents, interactive exercises and references to real case studies. The course is paid, but free for ASviS’s members and several other categories of professionals on the basis of various agreements (for instance with the Ministry of Education, the Association of Journalists, the University Network, etc.). It’s been on the market since 2017 and is ongoing.	https://asvis.it/corso-e-learning-l-agenda-2030-e-gli-obiettivi-di-sviluppo-sostenibile/ and https://www.milano2046.it/summer-school-sul-benessere-e-la-sostenibilita-del-futuro-delle-citta/
SPIN LAB	SPIN LAB is a spin-off of the University of Turin with the aim to act as intermediary and catalyst of sustainable business and management ideas. The idea stems from several years of research on sustainability and CSR and it wants to support companies (especially companies of young professionals) in communicating their CSR strategies. It includes analysis and implementation of SDGs, CPD programmes, etc. It’s been active since 2018 and is ongoing.	https://spinlab.academy
ASviS	The Sustainable Development Festival (Festival dello Sviluppo Sostenibile) is a national awareness-raising campaign launched by the Italian Alliance for Sustainable Development. With the support of its partners, over the course of 17 days, as many as the Sustainable Development Goals (SDGs) envisaged by the 2030 Agenda. The initiative constitutes a single large-scale, inclusive and widespread event.	https://festivalsvilupp osostenibile.it



United Kingdom

Organisation	Description	Website
Change Agents UK	<p>The organisation is a charity and not-for-profit that was established in 1996 and is still ongoing. Its main activity is the delivery of learning and networking opportunities for students, graduates and early careerists passionate about sustainable development. This learning and networking takes the form primarily of training programmes, tailored workshops and one to one coaching.</p> <p>Change Agents UK aims to engage individuals and businesses to raise awareness of the SDGs, through research and action. They have worked with a number of organisations (civil and trade), universities, educational establishments and councils.</p>	https://www.changeagents.org.uk/
Sustainable Business Partnership	<p>A not-for-profit Community Interest Company that works with businesses, social enterprises and public sector organisations. This organisation has developed a Sustainability in Business course, designed to provide participants with the skills and knowledge to solve specific issues around sustainability in their own organisations. It has also developed interactive materials for employee engagement in sustainability.</p>	http://sustainablebusiness.org.uk/workshops-training-courses/
Project Everyone	<p>Project Everyone is not for profit agency, consisting of a team of communications and campaign specialists, mainly based in London seek to “put the power of communications behind the Sustainable Development Goals”. Creates campaigns, short films, multiplatform content, convene partners, and put on unique events that all accelerate progress towards the Goals. The project was active in 2018/2019.</p>	https://www.project-everyone.org/
National Union of Students (NUS) – Students Organising Sustainability (SOS)	<p>SOS-UK is a new educational charity created by students and staff at NUS in response to the climate emergency and ecological crisis. They research sector trends and deliver change programmes, with the aim of enabling supporters to “progress the agenda at their institutions, and support students’ unions to develop transformational student-led interventions”. Results: In 2019 the Global Goals Teach-In campaign reached 206 teaching staff, 19 institutions and over 17,500 students. The campaign also ran at the beginning of 2020.</p>	https://sustainability.nus.org.uk/



Business in the Community (BITC)	BITC was created nearly 40 years ago by HRH The Prince of Wales to champion responsible business. BITC is working with businesses to amplify the effects of the SDGs. They have created a Toolkit for businesses called <i>Own the Conversation: Drive the Change</i> . It is designed to help business leaders identify and reflect on what to change, and how to act, to help achieve the Global Goals.	https://www.bitc.org.uk/business-in-the-community-and-the-sustainable-development-goals/
Boots UK (Walgreens Boots Alliance)	A pharmacy-led health and beauty chain with more than 2,500 stores. Walgreens Boots Alliance is widely regarded as a leader in championing the SDGs, having first adopted the framework shortly after its publication in September 2015. Since 2016, the health and beauty retailer has mapped its sustainability targets and actions against all 17 of the Global Goals, communicating this alignment through its annual CSR report and charting its contributions on both global and local level.	https://www.bitc.org.uk/case-study/responsible-business-of-the-year-2019-boots/
University of Kent	FutureProof is the University of Kent's response to the United Nations Sustainable Development Goals by engaging staff and students to help deliver "a University of the future". It provides a framework, challenging and supporting each University department to review their impacts against the United Nations Sustainable Development Goals and working to create positive change. The University created Sustainability Champions for all departments – both academic and support services. The also created the role of Goals Ambassador for students and job descriptions with desirable competences were produced for both roles. Training was provided for both Champions and Ambassadors; part of their remit was to cascade this training.	https://www.kent.ac.uk/estates/sustainability/index.html