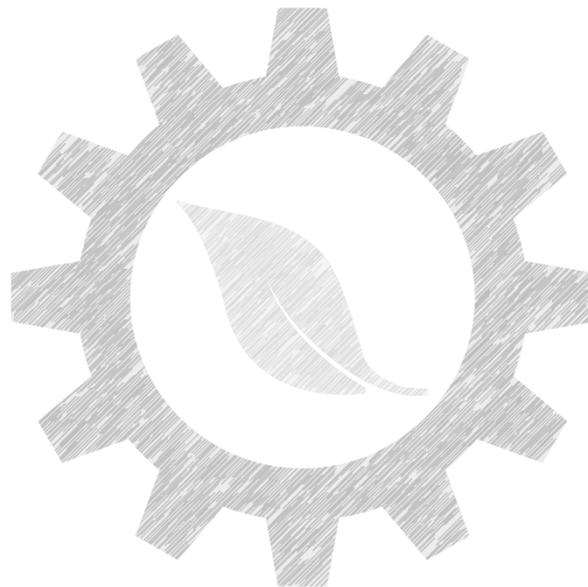




SUSTAINABILITY THROUGH INTRAPRENEURSHIP – NATIONAL STUDY AND GOOD PRACTICES' IDENTIFICATION IN GREECE

NATIONAL REPORT



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PREFACE

The initial stage of the SINTRA project implementation is about making an in-depth investigation of the national and sectoral settings for the development of environmental, social and economic sustainability, as well as the existing good practices in particular sectors with sustainability potential in the respective partner country, related to the positive effects that intrapreneurship can have on sustainability in one or more of its dimensions. This investigation, together with the gap analysis surveys and interviews, to be conducted as a next step within the framework of IO1 'Good Practices and Gap Analysis', will serve the purpose of filling a gap in the systematic mapping of sustainability-focused intrapreneurship-related training needs of employees and employers in the partner countries. This National Report presents an overview of how the concept of sustainable development is reflected in the various strategic and programming documents at national level. An important emphasis of the Report are the three dimensions of sustainability, i.e. environmental, social and economic sustainability, as well as its sectoral focus. The existing initiatives, aimed at supporting sustainable development in one or more of its dimensions are also presented together with the effects of their implementation. Finally, the report identifies a number of existing good practices in the field of INTRAprenurship-supported sustainability, to be later elaborated on and incorporated in the SINTRA training material and interactive tools, to be developed in the framework of IO2, 3 and 4.

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The National Report follows the generic structure, proposed by the IO1 Leader – Tora Consult (P6), in order to allow for comparability of reported information and outcomes across SINTRA partner countries, and includes the following chapters:

- Chapter 1. Environmental, social and economic sustainability – national and sectoral settings in Greece;
- Chapter 2. Sustainability through INTRAprenurship – good practices in Greece.

In preparing this material, a variety of sources have been used, incl. statistical data, reports and reviews, together with the own insights of the authors. APOPSI's team would like to acknowledge the contribution of Professor Joseph Hassid who is the author of this Report.

APOPSI S.A.

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EXECUTIVE SUMMARY

Greece is strongly committed to the implementation of the 2030 Agenda for Sustainable Development and its Goals (SDG). Despite however good intentions at the various levels of decision making, application of environment protection legislation and issuing of associated permits remains very cumbersome. Greece is regarded as one of the most regulated European countries in this field and its relevant policies’ effectiveness is among the least efficient ones. In a relatively recent move, the Government announced (May 2020) that the entire system will be drastically reformed and deregulated.

Although some degree of discriminatory treatment of activities is, generally speaking, perceived to be acceptable for environmental protection and citizens’ wellbeing, there is a perpetual Government – Business Community “friction”. Indicative types of complaints expressed are:

- Very slow operation of permits issuing public services (central or regional)
- Classification of activities does not adequately consider changes in technology
- Not sufficient funding and government support for enterprises’ efforts to modernise equipment and production processes
- Not sufficient funding and government support for enterprises’ initiatives implying total or partial relocation of activities, including relocation of necessary personnel

Recent laws for environmental permitting and the operation of industries in Greece, are updated and enhance industry’s development (e.g. more flexible procedures, simplification of permits issuing).

The SDGs that were prioritized as the most important are linked to all three pillars of Sustainable Development, economic, social and environmental. Goals identified as the most important are: Goal 8 (i.e. «Decent Work and Economic Growth»), 9 (i.e. Industry, Innovation and Infrastructure), and Goal 7: «Affordable and Clean Energy», Goal 4: «Quality Education», Goal 17: «Partnerships for the Goals», Goal 5: «Gender Equality» and Goal 13: «Climate Action». It should not be overlooked that the perceptions associated with Sustainable Development issues varies among middle management executives, where the level of awareness of such issues as low as 35%. This highlights the existence of a gap in raising awareness within companies, and an opportunity to further engage middle management.

Measuring intended or actual investments volume is not sufficient to reveal the organisation’s internal procedures leading to final investment decision making. It does not reveal whether the investment undertaken was in fact a result of genuine “sustainability” concerns or it was imposed as a precondition for obtaining an operations Permit. Such questions may be better answered through specifically designed investigations at the enterprises’ level and personal, in-depth, interviews with selected members of the Management and a number of employees involved!

SINTRA project’s objectives include the realization of a number of such interviews in all partner countries and the presentation of answers collected. The material will, eventually, be used in the context of the project’s training activities.

ΕΠΙΤΕΛΙΚΗ ΣΥΝΟΨΗ

Η Ελλάδα διατηρεί ισχυρή δέσμευση για εφαρμογή της Agenda 2030 για Βιώσιμη Ανάπτυξη και τους επιμέρους Στόχους της. Παρ' όλες, ωστόσο, της καλοπροαίρετες διαθέσεις στα διάφορα επίπεδα διαμόρφωσης πολιτικής, η εφαρμογή της νομοθεσίας προστασίας του περιβάλλοντος και το σύστημα έκδοσης Αδειών, παραμένει ιδιαίτερα δυσκίνητη και περίπλοκη. Στα θέματα αυτά, η Ελλάδα θεωρείται ως μία από τις Ευρωπαϊκές χώρες με την αυστηρότερη κρατική παρέμβαση, ενώ, αντίθετα, η σχετική πολιτική είναι από τις λιγότερο αποτελεσματικές. Με πρόσφατες νομοθετικές πρωτοβουλίες της Κυβέρνησης (Μάιος 2020), ανακοινώθηκε ότι όλο το «σύστημα» θα αναμορφωθεί δραστικά και θα μειωθεί ο βαθμός κρατικής παρέμβασης.

Παρά το γεγονός ότι κάποιος βαθμός διακριτικής μεταχείρισης των διάφορων δραστηριοτήτων θεωρείται αποδεκτός για λόγους προστασίας του περιβάλλοντος και προς το συμφέρον των πολιτών, διατηρούνται σημεία «τριβής» μεταξύ της Κυβέρνησης και της Επιχειρηματικής Κοινότητας. Ενδεικτικά, τύποι παραπόνων που εκφράζονται αφορούν στα εξής:

- Πολύ αργή λειτουργία των Υπηρεσιών (κεντρικών και περιφερειακών) για έκδοση Αδειών.
- Η κατηγοριοποίηση δραστηριοτήτων δεν λαμβάνει επαρκώς υπόψη τις τις αλλαγές στην τεχνολογία
- Ανεπάρκεια χρηματοδότησης και κρατικής υποστήριξης των προσπαθειών των επιχειρήσεων για εκσυγχρονισμό του εξοπλισμού και των μεθόδων παραγωγής των προϊόντων τους.
- Ανεπάρκεια χρηματοδότησης και κρατικής υποστήριξης πρωτοβουλιών των επιχειρήσεων που συνεπάγονται μερική η και πλήρη μετεγκατάσταση των δραστηριοτήτων τους, περιλαμβανομένης και της μετακίνησης του απαραίτητου προσωπικού

Πρόσφατες επικαιροποιήσεις της περιβαλλοντικής νομοθεσίας για αδειοδοτήσεις της εγκατάστασης και λειτουργίας των ελληνικών επιχειρήσεων, εκτιμάται ότι συμβάλλουν στην τόνωση της ευελιξίας του συστήματος και θα τονώσει την βιομηχανική ανάπτυξη.

Οι Στόχοι Βιώσιμης Ανάπτυξης που θεωρούνται ως Προτεραιότητες, αφορούν και τους τρεις Πυλώνες της σχετικής πολιτικής: Βιωσιμότητα του Περιβάλλοντος, της Κοινωνίας και της Οικονομίας. Στόχοι που θεωρούνται ως ιδιαίτερης βαρύτητας, είναι οι: Στόχος 8 («Αξιοπρεπής εργασία και Οικονομική Ανάπτυξη»), Στόχος 9 («Καινοτομία και Υποδομές»), Στόχος 7 («Χαμηλού κόστους – Καθαρή Ενέργεια»), Στόχος 4 («Ποιότητα Εκπαίδευσης»), Στόχος 5 («Ισότητα των Φύλλων») και Στόχος 13 («Κλιματική Αλλαγή»).

Δεν θα πρέπει να παραγνωρισθεί ότι οι αντιλήψεις για την Βιώσιμη Ανάπτυξη διαφέρουν μεταξύ των στελεχών επιχειρήσεων μέσου επιπέδου, των οποίων η ευαισθητοποίηση για τα σχετικά θέματα είναι μόνο 35%. Αυτό αναδεικνύει την ύπαρξη ελλείμματος στο βαθμό ευαισθητοποίησης στο εσωτερικό των επιχειρήσεων και τις ευκαιρίες μεγαλύτερης εμπλοκής των στελεχών μεσαίου επιπέδου.

Η μέτρηση ωστόσο των σχεδιαζόμενων η υλοποιημένων επενδύσεων δεν επαρκεί για την διαπίστωση των ενδο-εταιρικών διεργασιών που καταλήγουν σε επενδυτικές αποφάσεις. Δεν αποκαλύπτεται π.χ. το κατά πόσον η επένδυση ήταν πράγματι αποτέλεσμα πραγματικού

ενδιαφέροντος για προστασία του περιβάλλοντος, η, αντίθετα, «επιβεβλημένη», ως προϋπόθεση για εξασφάλιση (η ανανέωση) κάποιας Άδειας Εγκατάστασης η/και Λειτουργίας. Αυτό θα μπορούσε να απαντηθεί μόνο μέσω ειδικά σχεδιασμένων ερευνών στο εσωτερικό των επιχειρήσεων και προσωπικών συνεντεύξεων «σε βάθος», με επιλεγμένους εκπροσώπους των Διοικήσεων και των στελεχών.

Μεταξύ των δραστηριοτήτων του έργου SINTRA περιλαμβάνεται και η διεξαγωγή ενός αριθμού τέτοιων συνεντεύξεων σε όλες τις συμμετέχουσες χώρες και η παρουσίαση των αποτελεσμάτων τους. Το υλικό πρόκειται να χρησιμοποιηθεί και στο πλαίσιο των εκπαιδευτικού χαρακτήρα δραστηριοτήτων του έργου.

1. ENVIRONMENTAL, SOCIAL AND ECONOMIC SUSTAINABILITY – NATIONAL AND SECTORAL SETTINGS IN GREECE

1.1. Sustainable development strategic goals

Greece is strongly committed to the implementation of the 2030 Agenda for Sustainable Development and its SDGs, as they provide an ambitious and transformative framework for a new, fair and sustainable development path, ensuring a balance between economic growth, social cohesion and justice as well as protection of the environment and of the country's unique ecological wealth.

Through an open dialogue within all government units and with a wide array of stakeholders, an in-depth stock-taking and mapping exercise was carried out, a few years ago, in order to define the country's starting point. The exercise resulted in the endorsement of a series of National Priorities for adapting the above SDGs to national needs and circumstances, also in line with the recently adopted National Growth Strategy whose main objectives are the following:

- Fostering a competitive, innovative and sustainable economic growth
- Promoting full employment and decent work for all
- Addressing poverty and social exclusion, while providing universal access to quality health care services
- Reducing social and regional inequalities and ensuring equal opportunities for all
- Providing high-quality and inclusive education
- Strengthening the protection and sustainable management of natural resources as a base for social prosperity and transition to a low-carbon economy
- Building effective, accountable and transparent institutions
- Enhancing open, participatory, democratic processes and promoting partnerships

The country's first **Sustainable Development Strategy** dates back to 2002. However, it is only recently that Greece has adopted a truly strategic approach, anchoring sustainable development at the highest political level and ensuring political ownership. For building a robust long-lasting institutional mechanism to coordinate national efforts for achieving the SDGs, Greece has successfully endorsed (a) a "whole-of-government" approach, with an active operational Inter-Ministerial Coordination Network, steered by the General Secretariat of the Government and (b) a "whole-of-society" approach, with a strong stakeholder engagement in the gap analysis and stock-taking process, enhancing transparency, partnership and accountability.

As detailed in the country's Voluntary National Review in 2018, the unprecedented economic crisis forced a focus towards economic policies that often created divergence, rather than contributing to achieving sustainable development. Thus, the country had to balance out, through measures for equitable growth by improving the business environment and encouraging investments, promoting social and solidarity economy, supporting human capital, research and innovation and

fostering sustainability in key economic sectors, such as: agriculture, tourism and infrastructure.

On the **social pillar**, and with a particular outlook to regional cohesion, policy priorities have been focusing on addressing urgent gaps related to unemployment, particularly for youth and women, social inequalities and the inclusion of immigrants and vulnerable population groups. These have been implemented through a robust social security system, the establishment of a minimum guaranteed income for all, universal access to quality health care services, reduced social residential electricity tariff, support for “energy communities” and free access to quality education for everyone in all education levels.

Regarding **environment's protection**, the Greek Constitution considers the need to actively protect the environment and planning in a sustainable manner to be an obligation of the State. On the environmental pillar of the country's Sustainable Development Strategy and Policy, progress has been achieved in all related SDGs. Key national priorities include the shift towards a low carbon circular economy and improvement in waste reduction, reuse and recycling for creating new jobs and increasing resources efficiency.

In this way environmental protection is placed within the constitutionally protected human rights. This principle guides all legal approaches to the matter (legislative and case law). At the same time, as also stipulated in the Greek Constitution, the State must secure social peace and must plan with the aim to ensure economic and regional development and take all necessary measures to utilize all sources of national wealth. Environmental protection and economic development must co-exist, as envisioned by the principles of sustainable development.

Historically, Greece's first National Strategy for Sustainable Development (NSSD) was adopted in 2002 by the Council of Ministers, just before the Johannesburg Summit on Sustainable Development, with a strong environmental focus. The second NSSD, prepared in 2007, was aligned with the Renewed 2006 EU Strategy for Sustainable Development, but included four additional priorities of national importance, i.e. culture, tourism, agriculture and spatial planning. In 2009 when the Ministry of Environment, Energy and Climate Change (MEECC) was first established, the country's priorities were set under the overarching objective of “Green Growth”, as a response to the onset of the financial crisis and the need for more emphasis on climate change mitigation and adaptation. To this end, a “Programme of Development Interventions for the Real Economy” was elaborated in 2010, aligned with the EU Europe 2020 Strategy, with a focus on resource utilisation efficiency and the shift to a low carbon economy, which served, until 2013, as the country's strategic reference for sustainable development.

In 2015, the adoption of the SDGs brought a new vision to the country's development perspectives that has gone through a profound economic crisis. The implementation of the 2030 Agenda for Sustainable Development and the 17 SDGs provide an ambitious and transformative framework for a new, fair and sustainable development path, which ensures a balance between economic

growth, social cohesion and justice as well as protection of the environment and of the country’s unique ecological wealth.

In May 2018, Greece adopted a National Growth Strategy, consequently updated in May 2019 as the “National Strategy for Sustainable and Fair Growth 2030” fully aligned with the 2030 Agenda for Sustainable Development objectives. The 2019 NSSFG included *inter alia* 40 key performance indicators, mostly relating to SDG implementation at national level.

It is generally accepted that the basic way to achieve industrial development aligned with environmental protection is to ensure that all stages of the life cycle of a project are carried out through responsible planning, environmental protection and the application, to the degree possible, of Best Available Techniques. The actual site selection of an industrial facility has to be made in compliance with the prevailing planning rules. Environmental permitting will ensure the application of the prevention principle through a thorough, scientifically designed Environmental Impact Assessment (EIA) subject to public consultation.

Greek planning laws provide for plans drawn at national and regional level setting the overall development policies of the country and region respectively, as well sector specific plans also drawn at national level, defined as “Strategic Spatial Plans’.

2020 - Greece’s Environment’s Protection priorities

- *Energy conservation – Substitution of polluting sources of energy (e.g. lignite burning for electricity production)**
- *Intensification of renewable sources of energy (e.g. solar and wind energy)**
- *Regulation of construction activity – Industrial Zones / Parks etc.**
- *Water conservation**
- *Urban wastes recycling**

In practical terms, regarding environmental permitting procedures, projects are listed in two broad categories: The 1st category (Category A) refers to projects that may cause significant adverse environmental impact (categories A1 for “strong” and A2 for “less strong” adverse impact). The 2nd Category (Category B) refers to projects of non-adverse local environmental impact. EIA studies are necessary only for Category A projects. The classification of projects in all categories is done according to Ministerial Decisions 1958. Category A1 projects are permitted by the Ministry of Environment and Category A2 projects by the respective Decentralised Administrations. Category B projects or activities are subject to Standard Environmental Commitments (SEC) which are issued

by the competent authority issuing the operating permit for the facility following a statement issued by the Engineer or the Owner of the facility.

Audits may take place at the permitting or, more often, at the operations stage. At the permitting stage audits are preventive, in order to ensure compliance with the specific features of the site and the industry under evaluation. At the operations stage audits may be regular or extraordinary in order to control and audit the environmental performance of a permitted project and to examine compliance with environmental and operating permits. Inspections and periodical auditing are carried out by registered environmental and other inspectors. In case of deviations from or non-compliance with the terms of the issued permits there may be penalties or even suspension of operations.

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As all environmental protection laws are directly related to the responsibilities of local and regional authorities, particularly to their role in delivering basic services, their involvement is essential for the successful pursuit and attainment of sustainable development. Thus, there must be a continuous close cooperation between national, regional and local agents for the integrated and coherent implementation of relevant policies. Despite however good intentions at the various levels of decision making, application of environment protection legislation and issuing of associated permits remains very cumbersome. Greece is regarded as one of the most regulated European countries in this field and its relevant policies' effectiveness is among the least efficient ones. In a relatively recent move, the Government announced (May 2020) that the entire system will be drastically reformed and deregulated. Delays in issuing permits to investors will be reduced to 3-5 months (compared to 6-7 years which is now quite common) and they will be valid for 15 years (compared to 10 years). To achieve these targets, authorities presently in charge will be allowed to increase their operational capacity by supplementing their personnel with private experts' services.

Concluding: The Greek Constitution considers the need to actively protect the environment and planning in a sustainable manner to be an obligation of the State. In this way environmental protection is placed within the constitutionally protected human rights. Series of laws on environmental protection, have been introduced overtime, in order to organise and meaningfully guide economic agents in their decisions and practices and to, subsequently, monitor compliance and assess sufficiency of provisions. Delays and dysfunctionalities have often been reported in the application of certain of these laws, e.g. in the issuance of relevant permits, leading to severe criticisms from the private sector. Application of environment protection legislation and issuing of associated permits remains very cumbersome and Greece is among the most regulated European countries, However, more recent laws for environmental permitting and the operation of industries in Greece, are updated and enhance industry's development. They have become more flexible, permitting processes have been simplified and Best Available Techniques for the prevention of environmental impact have been embraced. Furthermore, use of modern tools, such as accreditation systems, is intensified, regular audits are applied and they allow levels of discretion to public authorities. This, along with developments in planning laws and procedures that encourage

investments (such as the framework for strategic investments and for state private properties), is expected to create a more investors-friendly environment, which will cater for industrial development with care and respect for the environment.

1.2. Sectoral dimensions of sustainability in Greece

The majority of environment protection laws and regulations are addressed to private enterprises - new or existing ones - or to enterprises which, although the State may be the major shareholder, they operate as private law legal entities (e.g. public utilities).

In principle, whatever differences exist in the way economic activities are treated by environment related laws are not determined by enterprises' status, but by the type of activities to be undertaken by the newly investing enterprise or by an existing enterprise seeking Operations Permit renewal. Lists of types of industrial activities, prepared by the Ministry of Industry, indicate those operation is perceived as implying "high" probability of detrimental impact on the environment (indicatively: oil refineries, certain metal processing or chemical products). Other lists refer to activities of "medium" (e.g. mining, electricity production, agriculture, food products and textiles) or "low" impact. The procedures for an enterprise being permitted to start or continue its operation (i.e. permit issuing authority, required documentation and analysis, wait time etc.), vary according to an activity's classification in one of the above lists (see also section 1.1. above for activities' Categories A and B). Simpler procedures are, in general, applied to "small" capacity industrial units (measured by the horsepower of their machinery), being defined as "workshops" (as opposed to "factories"). It should also mention that enterprises' treatment varies depending on the geographical area in which activities take place. In this sense, establishment of certain manufacturing activities is prohibited in urban areas and also in so-called "protected" areas (e.g. in NATURA demarked sites or in "forest areas"). It noted that an investment project's assessment constitutes criterion for determining the Grant rate that the investor will be entitled to receive as part of its investment cost and also the subsidy rate on bank loans).

Although some degree of discriminatory treatment of activities is, generally speaking, perceived to be acceptable for environmental protection and citizens' wellbeing or for other reasons associated with small enterprises' size, including start-ups, there is a perpetual Government – Business Community "friction", with the later arguing that certain aspects of policies' implementation may be seen as negatively affecting businesses' efforts for securing their own economic sustainability contributing to regional (and national) economic growth. Indicative types of complaints expressed are:

- Very slow operation of permits issuing public services (central or regional)
- Classification of activities does not adequately consider changes in technology
- Not sufficient funding and government support for enterprises' efforts to modernise equipment and production processes
- Not sufficient funding and government support for enterprises' initiatives implying total or partial relocation of activities, including relocation of necessary personnel

To better appreciate the **Problems and Challenges** faced by Greek enterprises (and organisations, in general), it is particularly interesting to consider the findings of a study commissioned by the Association of Greek Enterprises (SEV). In particular, the study surveyed Greek companies' views on: (a) their **Awareness and Readiness**, and (b) their **Willingness to undertake investments** associated with promotion of Sustainable Development Goals. Some of the study's interesting findings are the following:

I. Awareness and readiness: How ready are Greek companies for the Sustainable Development Goals?

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I.1. Goals 8 (i.e. «Decent Work and Economic Growth») **and 9** (i.e. Industry, Innovation and Infrastructure), **are prioritized by the majority of respondents**, regardless of company size or business sector, while the highest priority SDGs are related to all three pillars of Sustainable Development –economic, social and environmental. The SDGs that were prioritized as the most important to the companies that participated in that survey, are linked to all three pillars of Sustainable Development, economic, social and environmental. In particular, the Goals identified as the most important, based on the average of responses, are: Goal 8 and Goal 9 and Goal 7: «Affordable and Clean Energy», Goal 4: «Quality Education», Goal 17: «Partnerships for the Goals», Goal 5: «Gender Equality» and Goal 13: «Climate Action». Furthermore, it is worth noting that the majority of participants in the interviews conducted believes that the Goals are applicable to Greek companies in the current economic situation, while all participants recognize that the Goals constitute an opportunity towards sustainable development and the creation of shared value.

I.2. Large companies are more prepared. Nevertheless, the significance of the Goals is acknowledged by the majority, regardless of size, even for those that have not yet begun integration. In terms of the level of readiness of companies to integrate SDGs sustainability issues into their strategy, participants showed a positive outlook. Approximately half of them (54%) declare they are near-ready to develop a plan of integrating sustainability issues of their interest. However, large companies are more ready, as one out of two small and medium-sized companies have either not started to adopt and apply such the Goals or remain at a basic level, as opposed to 62% of the large companies that have reached higher levels of integration.

Nonetheless, the importance of the Goals is acknowledged by the majority of the companies, regardless of size, even for those that have not yet begun with integration, as 76% consider it to be from quite to extremely important. Particularly, the vast majority (90%) of companies that participated in the study, including 92% of large, 94% of medium and 80% of small companies, consider the integration of the Goals in their strategy to be from “quite” to “extremely important”. These companies recognize that “companies cannot succeed in societies that fail”, as the most important reason for integration.

Finally, by making use of the available 2015 and 2016 reference year Sustainability Reports published by Greek companies up until December 2017, it is observed that in less than two years since the activation of the "Agenda 2030", more companies increasingly identify the importance of both integrating the Goals, as well as reporting their impact on them. There is still a need for reporting practices to evolve further in terms of number (the total number of Sustainability Reports with a 2016 reference year does not exceed 70), and quality, in order to clarify both the alignment to the Goals and the "Agenda 2030", as well as the measurement and potential evaluation of the companies' contribution to these Goals' achievement.

I.3. Senior executives, regardless of company size, have a high level of knowledge of sustainable development issues related to the Goals. The engagement and awareness of middle management executives of sustainable development issues related to the Goals constitute a crucial factor for their successful implementation.

The findings are, overall, positive, in terms of awareness of the issues of sustainable development related to the Goals, for those who believe that these issues should be included in the agenda at Management Board level and are at least known to senior executives of Greek companies, since either as wider sustainable development issues or as Sustainable Development Goals under the "Agenda 2030", are well known (68%) to senior executives.

It is worth noting that during the interviews, it was found that the high level of awareness among senior executives, as revealed by the electronic survey, suggests - in some cases - their perception on sustainability issues of their concern, independently of their level of awareness of the UN initiative itself, regarding the Sustainable Development Goals, in the context of "Agenda 2030".

Furthermore, it should not be overlooked that this situation varies among middle management executives, where the respective level of awareness of sustainable development issues related to the Goals is reduced to 35%, according to the opinion of senior executives who completed the online questionnaire. This highlights the existence of a **gap in raising awareness** within companies, and an opportunity to further engage middle management through the update and incorporation of sustainable development issues into the business agenda, for a higher level of SDGs integration.

It is also worth noting that regardless of company size, the level of SDGs awareness did not differ significantly. Specifically, the differences in the level of upper management's awareness of the SDGs, among companies of different sizes (Small 0-49, Medium 50-249 and Large +250) are small, with a maximum difference of 7,8 percentage points.

II. Willingness and barriers. How willing are Greek companies to integrate Sustainable Development Goals into their strategy?

II.1. Large companies are more willing to proceed to the next level of Sustainable Development Goals integration, related to their activities, in relation to medium and small ones. Most companies that are willing to move forward are in position to do so immediately - by 2020. 44% of participants will proceed immediately to the next level of integration of SDGs related to their activities, by 2020. In particular, 56% of large companies will proceed to a next level of integration by 2020, while for medium and small-sized companies this percentage is reduced to 41% and 25% respectively. The percentage of companies that will move from the low level of integration (“Not started”, “Basic”) to high (“Under development”, “In progress”, “Advanced”, “Best practice”), by 2020, is 5%, thus demonstrating, according to the current status of willingness of the participants, the **need for action and decision-making** to facilitate, mainly for the medium and small-sized companies, integration of the SDGs. Finally, 60% of participants are willing to proceed to the next level of integrating the SDGs related to their activities by 2030, a percentage including mainly large companies. In particular, 74% of large companies will proceed to the next level of integration by 2030, while for the medium and small-sized companies this percentage is reduced to the level of 53% and 45% respectively, although the significance of the Goals is recognized by the majority, irrespective of company size. In particular, 76% of companies that responded that they have not yet started integrating the Goals into their strategy, they consider it from quite to extremely important, thus highlighting the need to remove any integration barriers, especially for companies that either have not started or remain at a basic level.

II.2. The limited implementation and, in some cases, the lack of regulatory framework and incentives are perceived as the main barriers for the majority of participants, although different integration difficulties remain depending on size, sector and existing level of maturity, creating the need for tailor-made initiatives from both the State and the business community.

The limited implementation and in some cases the lack of regulatory framework and incentives emerge as the main barriers for one out of two companies, creating the need for the State to take immediate relevant initiatives to develop / improve the implementation of an appropriate regulatory / legislative framework and incentives that would strengthen the business initiative in achieving the Goals (per Goal -mainly for the prioritized Goals).

An important conclusion of the study is the fact that there are different difficulties of integration depending on the size of the company, the business sector and the existing level of maturity in terms of sustainability issues. In particular, companies with fewer than 250 employees are converging on the choice of limited implementation and in some cases lack of regulatory framework and incentives, as the main barrier to integrating the Goals into their strategy, while for large companies the main barrier is the reduced interest / pressure from stakeholders. For the companies with a low level of existing integration the main barrier is the lack of resources, while for the companies with a

higher level of integration, the main barrier is the lack of information / guidance initiatives and cooperation with appropriate bodies.

In 3 out of 4 business sectors with the highest level of representation in the electronic survey (Industry/ Manufacturing, Technology / Telecommunications and Energy) the limited implementation and in some cases the lack of regulatory framework and incentives is emerging as the main barrier for the integration of the Goals into their strategy. For the Services sector, the most important barrier for integration is the lack of resources (finance, infrastructure, technology, human resources, etc.), while the Energy sector indicates, as an additional barrier, the reduced interest by stakeholders.

2. SUSTAINABILITY THROUGH INTRAPRENEURSHIP – GOOD PRACTICES IN GREECE

2.1. Sustainability supporting initiatives

There are various sustainability supporting initiatives in Greece which, broadly speaking, have been developed and implemented within the operating general Investment Promotion Schemes, funded and administered by central and decentralised agencies. Investment plans are supported by Government Grants, subsidised interest rates on Bank loans and taxation incentives. Sustainable development related investment is integrated in such plans and, as such, result in higher support rates. Besides, social sustainability related initiatives (e.g. improvements in work environment, personnel training and retraining, as well as other types of non-economic provisions) may benefit from programmes jointly funded by national and European Union programmes).

Other sustainability supporting initiatives have been developed in recent years, mainly aiming to enterprises' awareness raising and provision of non-financial support (frequently of a “symbolic” only magnitude).

Sustainable Greece 2020 Initiative aims to create a development model that ensures a Sustainable Economy and Society. The Initiative is developed in cooperation with social partners from all sectors of the Greek society and economy and with the participation of a large number of active citizens. The Initiative's strategic goal is to forge a systematic dialogue at the national level and to create methodologies and tools that would support organizations towards achieving sustainable development.



QualityNet Foundation (www.qualitynet.gr), the Network of Responsible Organisations and Active Citizens, is a non-for-profit organisation that develops dialogue and networking in order to promote social responsibility among a broad range of stakeholders from the business community, institutional bodies, the academic community, the civil society and the general public, with a view to achieving sustainable development and social cohesion. Has been active since 1997 as an open network that includes 2,850 member enterprises, 360 non-for-profit organisations, 160 institutional bodies, 21,000 active citizens, while its educational activity meets the needs of 35,000 primary school students each year. In particular, QNF:

- **Fosters** dialogue with institutional and scientific bodies, the business community, the local authorities and the civil society using specialised dialogue and social networking tools.
- **Documents** social needs at national level, as they emerge through systematic research and consultation with institutional bodies and the civil society.
- **Promotes** the adoption of responsible behaviour by the general public through actions to inform, mobilise and encourage active participation.

- **Supports** organisations in adopting strategies, practices and actions that demonstrate their commitment to responsible entrepreneurship and sustainable development.
- **Promotes** cooperation between public and private bodies to develop interventionist actions/initiatives that address the social needs of our time.
- **Contributes** to shaping tomorrow's active citizens through its educational activity.

Sustainability Performance Directory. The objective is to create a Business Indicator for Sustainable Development. It supports Greek companies in responding to the new landscape created by the regulatory framework presently in force, taking into account the disclosure of non-financial information arising from their business activity for securing more favourable financing from Banks and Investors, for their integration into Responsible Networks of Suppliers, and for labelling sustainable companies so they gain recognition from consumers.



Companies that succeed in joining the leading group of top players on the Greek business scene can play an important role in shaping the new development model that is directly linked to the competitiveness of Greek companies and attracting investments. They can also serve as examples of good business practices and further affect, through their Network of Clients/Suppliers, the wider maturation of the Greek market with regard to adoption of sustainable development models.

2.2. INTRAprenurship in support of sustainable development – Good Practices in Greece

According to the initial specifications for this sub-section, its content should present, in brief, a number of good practices / success stories of how intraprenurship was used to boost sustainability in a particular enterprise or other type of organisation.

Surveys that have been conducted in many countries, including Greece, attempt to “measure” the extent to which enterprises’ (and organisations, in general) are undertaking investments associated with sustainable environmental, social and economic development. Measuring however intended or actual investments volume is not necessarily sufficient to reveal the organisation’s internal procedures leading to final investment decision making. It does not, for example, reveal whether the investment undertaken was in fact a result of genuine “sustainability” concerns or it was

imposed on the investing organisation, as a precondition for obtaining an operations Permit for a specific location. Furthermore, it does not reveal how the organisation's management handled the trade-offs that may exist between the three "pillars" of sustainable development. Similarly, it does not examine where the initial investment "idea" came from – i.e. was it something that the owner thought of by himself or was it an initiative that by the enterprise's hired personnel (individually or as a group) proposed for consideration? The latter would, of course, reflect a clear case of genuine intrapreneurship! Such questions may be better answered through specifically designed investigations at the enterprises' level and personal, in-depth, interviews with selected members of the Management and a number of employees involved!

In fact, SINTRA project's objectives include the realization of a number of such interviews in all partner countries and the presentation, in a separate deliverable, of answers collected. The material will, eventually, be used in the context of the project's training activities. At this stage however, the "good cases" presented below provide basic information for a number of Greek companies' cases. To choose a best practice, it should fulfill at least 3 of the following selection criteria: (a) holistic approach, (b) ongoing character, (c) innovative, (d) tangible results, (e) transferability. The information presented below has been derived from the INTERREG EUROPE project "Road-CSR – Consolidated Report on CSR practices" (December 2017). Some of these cases may, in a subsequent project phase, be selected for further examination (interviews).

Three of the seven cases presented here are from the Tourism sector, two are commercial enterprises and, finally, two are cases of manufacturing (plastic tubes production and wine making). The types of initiatives undertaken by the enterprises surveyed cover a wide range, e.g. efficient use of energy, water consumption, wastes (particularly food waste in tourism and related enterprises), recycling (e.g. used oil, paper and plastic). Initiatives also identified refer to improvements in the workplace environment and to customer satisfaction.

1. Creta Maris Beach Resort

Detailed description	
<p>Detailed information on the practice</p>	<p>Creta Maris Beach resort is located 24km from Heraklion in Hersonissos, which is one of the most famous tourist destinations in Crete. During its 40 years of operation, the main goal of the management team is the development of the hotel services taking always with respect to the environment in which the company grows. Since, 2013 Creta Maris has published 4 annual Sustainability Reports that reflects the company’s significant economic, environmental, and social impacts and will help the managers to plan their next year operations.</p> <p>Environment: The company desires to contribute to the protection of the environment. To reduce energy consumption solar panels are used for heating water, electricity is replaced with liquid gas in all kitchens and main laundry areas and the incandescent and economy lamps are gradually replaced by LED lamps. Training and information are given to the staff, so they can operate energy saving measures in their daily activities. In order to facilitate the efficient use of energy all rooms are equipped with a magnetic card which ensures that all electrical devices, except the refrigerator and the air condition, are switched off when the guest leaves the room. Moreover, an additional switch is installed in the bedrooms to disable the air condition, every time someone opens a window or door. In addition, the hotel uses professional, environmentally friendly cleaning detergents and recycling has been an integral part of the environmental awareness of Creta Maris. The managing directors of the hotel understand the need of the planet to reduce the water consumption, so, many actions have adopted to achieve this goal (e.g. water reduction filters to all taps of the hotel, automatic night watering the green areas). To protect the environment the respect to the biodiversity and the preservation of the landscape are necessary for Creta Maris.</p> <p>Society: The grand total of Creta Maris’ employees in 2016 was 348 and the 326 of them were Cretans. In this way, the resort supports the local community providing a total amount of 4,853,335,76 euros. In addition, since 1992 Creta Maris has established a volunteer blood donor bank at Venizelio Hospital of Heraklion and the blood donation takes place every year. All employees have the right to request blood when they or their relatives will need it. The establishment of the action “Open School Days” where the local schools visit the organic field of the hotel and the donations to those are in need are two more of the ways that the hotel contributes to the social welfare of the island. Moreover, Creta Maris contributes to the financial development of the island by supporting the local market and the local producers.</p> <p>Workplace environment: Creta Maris offers equal opportunities to all its employees. As mentioned before, the hotel employed in 2016 348 employees. This number is divided almost equally to male (180) and female (168) population, with the majority of employees have either Cretan origin or live permanently in Crete (326), and with the majority of the employees belong to the age group of 18-29 years (117). In addition, the hotel’s employees have the opportunity to attend educational seminars in order to enhance their existing knowledge and skills, or to develop new ones. Moreover, Creta Maris has adopted and implements its own health and safety program.</p>

	<p>Marketplace: The market pillar completes the company’s holistic CSR approach. Its purpose is to provide excellent facilities to its customers regardless their age. So, in Creta Maris there are 6 children’s pools, wellness center, spa, convention center etc. In addition, the restaurants always offer the best services and organic products to the hotel’s guests with many of them to originate from hotel’s own production. Except of the high gastronomy and organic meals the visitors have the opportunity to participate in outdoor environmental actions such as “Street cleaning & tree preservation”.</p>
Resources needed	Financial resources, employees’ contribution, labor hours.
Timescale (start/end date)	The CSR actions of the hotel are ongoing.
Evidence of success (results achieved)	<p>The results of company’s CSR actions are measurable and are as follows:</p> <ul style="list-style-type: none"> ▪ Creta Maris Beach Resort energy consumption is considered very good to excellent, as with its large public areas, it showed 0,50 litres of average gas consumption per guest and 20 kWh of average electricity consumption per guest for the year 2016. ▪ In 2016, the results of recycling were: 18.000 kilos of paper, 120 kilos of lamps, 12.910 kilos of glass, 17 kilos of batteries, 2.120 kilos of cooking oils. ▪ The 43% of hotel’s purchases for the year 2016 were for Cretan products and the 30.9% for Greek products. ▪ During 2016, the Injury Rate was 0,01%, the Absentee Rate & Lost Day Rate was 1,03% and The Occupational Disease Rate was 0%. ▪ The hotel’s organic production consists of 0.5 acre outdoor, open to visitors’ vegetable garden, 9.5 acre arable crops [with local varieties of legumes and cereals], 1.0 acre of citrus [orange, tangerine and lemon], 9,5 acre of local wines’ varieties.
Difficulties encountered/ lessons learned	None reported
Potential for learning or transfer	As Creta Maris has compiled four sustainability reports until 2017, the results of the implementation of CSR action are measurable and they could be easily transferred or learnt.
Further information	https://www.cretamaris.gr/media/1685/annual_report_2016_en.pdf
Contact details	
Name	Faye Papaioannou
Organisation	Creta Maris Beach Resort
Email	marketing@cretamaris.gr
Short profile	<ul style="list-style-type: none"> ▪ Business Activity: Tourism Industry ▪ Number of employees: 50 – 249 ▪ Financial Turnover: 10.000.001 - 50.000.000€
Expert opinion	The approach of Creta Maris towards CSR is holistic. Also, the effort to implement responsible entrepreneurship is ongoing and its results are measurable and accessible. Thus, those who are interested in updating and adopting relevant practices, have the possibility to gain access to them.

2. Avra Hotels Collection

Detailed description	
Detailed information on the practice	<p>Avra Hotels Collection is a group of three hotels which located in the region of Lasithi, Crete in the city of Agios Nikolaos. Corporate Social Responsibility is fully integrated into the hotels' operations and the strategic management in order to achieve the proper entrepreneurship that will be in full harmony with the Cretan biodiversity, the society, the human resources (employees) and the marketplace.</p> <p>Environment: The protection of the environment is one of the main goals of Avra Hotels Collection CSR actions. Both management and staff follow the environmental policy of the hotels and attend annual training programs about the efficient usage of energy, the recycling procedure and the waste production also. In addition, Avra Hotels Collection chooses suppliers who keep environmental friendly procedures and encourages its guests to recycle their waste. Regarding waste management and recycling, the hotels follow methods such as the collection of used oil and fats, the reuse of paper for internal use and the existence of recycle bins in all public areas in order to recycle and separate the different materials. To measure the energy and water waste, Avra Hotels Collection always record the energy and water consumption in order to keep the total kWh and water lit consumption to the lowest possible level by keeping the high level of the available services. More specific, there are many energy and water saving measures such as:</p> <ul style="list-style-type: none"> ▪ Water efficient filters and mixing taps in most bathrooms. ▪ Automatic irrigation systems in all hotels' garden areas. ▪ The hotels use solar energy. Water is heated by solar thermal collectors and by biomass burner. ▪ Energy efficient light bulbs in all public areas and most guest rooms (led bulbs). ▪ Key cards or magnets to switch off lights when guests leave the room. ▪ Information towards guest to encourage them to save water/energy. <p>Further environmental protection measures are the coastal protection by following the directives of the international Blue Flag Award, the control of chemical consumptions and the chemical management.</p> <p>Society: The measures that Avra Hotels Collection has adopted for the society pillar are the following:</p> <ul style="list-style-type: none"> ▪ Support to local economy by purchasing products from local suppliers, ▪ The majority of its employees has Cretan origins or lives permanently in Crete, supporting this way the local community. ▪ Donations to international and national organizations ▪ Environmental actions in cooperation with local schools or kindergartens. ▪ Acceptance of student's internships to enable them to gain the requisite experience. ▪ Promotion of Cretan and Greek culture by offering Greek cooking lessons, promoting the local food and wine and visiting with the guests the Local Farmers Market.

	<p>Workplace environment: The measures that Avra Hotels Collection has adopted for the workplace environment pillar are the following:</p> <ul style="list-style-type: none"> ▪ It provides equal opportunities to all its employees regardless the gender. In 2017 Avra Hotels employed 314 employees. The 154 of them were male population and the 160 were female population. ▪ Establishment of a volunteer blood donor bank at Hospital of Agios Nikolaos. All employees have the right to request blood when they or their relatives need it. ▪ The employees have the opportunity to leave their children to a collaborating kindergarten during the working hours. ▪ Avra Hotels offers to all those who work for over five years in the company non-interest-free loans up to 6,000€ for the next five years. <p>Marketplace: Avra Hotels have a commitment to providing excellent & customized services to each single customer. By this way the managing directors and the employees achieve the main goal that Avra Hotels Collection has set. That aim is to work together (hotel owners and staff) in maximizing the benefits and value of the business and to offer the hotel guests an exceptional, indulging experience.</p>
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Resources needed	Labor hours, money resources
Timescale (start/end date)	The company's actions are ongoing.
Evidence of success (results achieved)	<p>Avra Hotels Collection, provides measurable results regarding its CSR actions. More specific</p> <ul style="list-style-type: none"> ▪ During the 2017 summer season, the total production of glass, metal, paper, plastic and cooked oil was reduced by 16.9% (2.967 Kg). ▪ During the 2017 summer season the total consumptions of chemical products was 0.07 kg. per guest night. ▪ Environmental awards (Blue Flag, Green key, ISO 14001) ▪ "Greek Breakfast" award by offering Greek specialties within the breakfast. ▪ The 302 of the 314 employees of the company in 2017, have Cretan origin or live permanently in Crete. ▪ The 95% of hotels' suppliers are locals and they keep the same cooperation's each year.
Difficulties encountered/ lessons learned	No particular difficulties have been encountered in the implementation of CSR actions.
Potential for learning or transfer	The experience that has been acquired of the implemented actions, could be transferred and disseminated. Avra Hotels Collection is going to publish an annual sustainability report where will be mentioned all the results of the implementation of CSR actions.
Further information	http://www.avrahotelscollection.gr

Contact details	
Name	Pelekanakis George General Manager
Organisation	Avra Hotels Collection
Email	gm@avracollection.com
Short profile	<ul style="list-style-type: none">▪ Business activity: Tourism▪ Financial turnover:▪ Number of employees: 314

3. COSMOS SPORT S.A.

Detailed description	
Detailed information on the practice	<p>Environment:</p> <ul style="list-style-type: none"> ▪ Recycling paper and packaging cartons (36 tons per year). ▪ Recycling of electrical appliances (1.200 kilos per year) and batteries (120 kilograms per year). ▪ Replacing conventional light bulbs with LED energy saving lamps. ▪ Replacement of air conditioners with Inventor energy saving devices. ▪ Using a photocell mechanism in storage rooms and bathrooms. ▪ Cleaning of beaches and parks. <p>Society:</p> <ul style="list-style-type: none"> ▪ Organization of sporting events. ▪ Support to athletes and sports organizations. ▪ Organization of "Heraklion Cosmos Sport Run" in cooperation with the Municipality of Heraklion and the support of Adidas. The action has managed to bring together and donate to the organization "Together we beat cancer" the sum of 6,500€ in total. The money was used in order to buy a special medical machine for cancer patients. ▪ Established annual partnership with TOMS, a multinational company that operates the "One For One" corporate social responsibility action worldwide. The company through this action, every time that someone buys a new pair of TOMS shoes offers a new pair of shoes to children in need. Cosmos Sports, acts as the main supporter of this action, covering all the costs incurred for the distribution of footwear in all the prefectures of Crete, dividing more than 1.000 pairs of shoes each year. ▪ Creation and support of "Cosmos We Care" team which implements, among other things, actions such as blood supply, the distribution of toys to hospitalized children, the creation of a "wall of kindness" at the company's premises. <p>Workplace environment:</p> <ul style="list-style-type: none"> ▪ The criteria for staff selection are free from stereotypes (gender, religion, nationality). ▪ Providing equal opportunities for development irrespective of gender, religion, nationality. For example, 54% of company executives in positions of responsibility are women. ▪ Stewardship-free pay system (e.g. equal pay for men and women at all hierarchical levels). ▪ Modern facilities that ensure full hygiene and safety. ▪ Gym that is available to all employees of the company. ▪ "Parent's Day off" action where parent company employees are encouraged to obtain parental leave entitlement to get close to their children on the first

	<p>day of school.</p> <p>Marketplace:</p> <ul style="list-style-type: none"> Measuring customer satisfaction. <p>Introduction of foot scanner service.</p>
Resources needed	Labor hours, money resources
Timescale (start/end date)	The company's actions are ongoing.
Evidence of success (results achieved)	In any action where the result is measurable, the number has been reported in the "description of action" field above.
Difficulties encountered/ lessons learned	No particular difficulties have been encountered in the implementation of CSR actions.
Potential for learning or transfer	The experience that has been acquired of the implemented actions, could be transferred and disseminated.
Further information	http://blog.cosmosport.gr/
Contact details	
Name	Zervakis Ioannis
Organisation	COSMOS SPORT S.A.
Email	hr@cosmosport.gr
Short profile	<ul style="list-style-type: none"> Business activity: Trading of sporting goods Financial turnover 2016: 27.067.730 € Number of employees: 309

4. Kouvidis Industry

Detailed description	
Detailed information on the practice	<p>Kouvidis industry, which is active in the electrical equipment industry, presents a holistic approach to how it addresses Corporate Social Responsibility by developing actions across all four axes of CSR.</p> <p>Environment: The company, aiming to contribute to environmental protection, has adopted a series of principals such as energy saving from the production process, the application of a collective waste management system resulting from product packaging and, finally, the development of environmentally friendly products. The product packaging is produced by 100% recycling paper. In addition, the company and its suppliers comply with the REACH 1907/2006 regulation of the European Union for the correct use of chemical products. All the above is certified by quality management systems that the company has (e.g. ISO 14001).</p> <p>Society: Kouvidis is closely tied to the society in which it does business and recognizes the responsible role it has to play, so it applies CSR actions in the society axis. Such actions are the establishment of its own blood bank, the continuous financial support of NGOs and the priority of hiring from the local society.</p> <p>Work environment: Human resources are of paramount importance to the Kouvidis industry, which believes the employees are building the company's future. Thus, it provides training seminars for all employees as well as health care and group insurance programs.</p> <p>Marketplace: The company is certified with the ISO 9001: 2008 quality management system and aims to produce high quality, safe products that meet the expectations of its consumers and modern market trends following the principles of total quality.</p>
Resources needed	To implement the aforementioned actions, the company uses its own financial and human resources which is part of the quality management systems implemented by the company. It also seeks compliance by its suppliers with certain criteria such as the REACH Regulation 1907/2006 of the European Union.
Timescale (start/end date)	There is no specific timetable for implementing company management systems. Management systems are continually being implemented and ongoing efforts are being made to enrich them as well as to improve their processes. Regarding CSR practices, a short budget is made every year to outline a monetary amount to be used to support these actions. Priority has some fixed partnerships and then the company tries every year to increase its actions by trying to state the present in more actions aimed at promoting its social responsibility
Evidence of success (results achieved)	<p>Through the CSR actions the company has achieved:</p> <ul style="list-style-type: none"> ▪ Zero use of primary raw materials ▪ Reduction in the weight of carton materials by 5 tons per year, ▪ 80% reduction in ink usage ▪ National recognition of business excellence in 2008 by the Ministry of Development, ▪ To receive the European Certification for Business Excellence and Quality award, “Committed to excellence in Europe” from EFQM (European foundation of Quality Management)

	<ul style="list-style-type: none"> To receive the Best Workplaces award as one of the best-performing companies in the best workplace in Greece for 2017.
Difficulties encountered/ lessons learned	<p>The biggest difficulty is to incorporate corporate social responsibility practices into the core of the company's operations. However, this has been achieved by adopting and implementing management systems across the company's range of operations.</p> <p>Another difficulty may be the high cost required for some actions that will not have a direct effect on the performance of the company. The high cost has been addressed by the proper assessment and selection of actions that the company can successfully implement.</p> <p>Finally, especially for a small and medium-sized company, the implementation of CSR practices requires human resources, as proper implementation takes time. At this point, the company has allocated the necessary actions required for the correct application of CSR to the responsibilities of different employees from different departments, thus dispersing the time required for their implementation and incorporation into the operations of the company.</p>
Potential for learning or transfer	<p>There is the possibility of transferring and spreading the company's CSR practices on condition that each company adapts itself to the values of CSR and designs a model that fits its philosophy, its management model and the sector in which it operates.</p>
Further information	<p>https://www.kouvidis.gr</p>
Contact details	
Name	Chochlakis George
Organisation	Emm. Kouvidis S.A
Email	Georgios.chochlakis@kouvidis.gr
Short profile	<ul style="list-style-type: none"> Activity field: Plastic tubes industry Number of employees: 65 Financial Turnover: 7.532.778,28€

5. Lyrarakis Wines – Gea S.A.

Detailed description	
Detailed information on the practice	<p>The company "GEA S.A." which has the distinctive title Lyrarakis Wines and is based in Crete, is a family vineyard, a winery, a standardization/bottling plant and a visitable Cellar. According to the company's sustainability report, its goal since its inception in 1966 is the ethical relationship with society, which continues to be enriched to date, along with the other principles of corporate social responsibility by developing actions in the field of the environment, the market and human resources.</p> <p>Environment: Environmental protection is one of the main objectives of the Lyrarakis Wines CSR actions. As the activity of the company is directly related to the cultivation and exploitation of the soil, the ultimate goal of the corporate social responsibility actions that concern the environmental pillar is the respect for the Cretan land and the biodiversity of the soil so there is land for the future generations. In order to achieve this goal, all those involved in nutrition plant programs plant protection and cultivation are informed that the soil contains living organisms. Efforts are also being made to enhance soil biodiversity that will act as a substitute for the use of chemical insecticides and herbicides. Other measures to achieve the protection of the environment in which the enterprise is developed, are:</p> <ul style="list-style-type: none"> ▪ Promotion and preservation of the use of wild plants as ground covers, which are sources of nectar for many beneficial insects. ▪ Sowing vineyards in the winter months with plant mixtures for the oppression of weed populations. ▪ Grazing sheep at selected time intervals to control weeds. ▪ Implementation of biodynamic cultivation <p>Compost production and its incorporation into the vineyard lands is also a process that takes place every autumn for the purpose of soil health and reinforcement, as well as the soil with the beneficial microorganism. In addition, Lyrarakis wines is a member of the People4soil initiative - European Citizens' Initiative (ECI), aiming to exert pressure on the creation of specific European legislation recognizing the land as a common good and laying down principles for its protection. Finally, further actions in the environmental pillar are the following:</p> <ul style="list-style-type: none"> ▪ Recycling of packaging materials ▪ Measurements and application of methods for limiting energy and water consumption during the production process. ▪ Waste production measurements to reduce them. <p>Society: Lyrarakis Wines implements a multitude of actions that are among the pillars of society. Initially, the aim is to have a moral relationship with and within the local community and within this philosophy, further actions are being developed which are:</p> <ul style="list-style-type: none"> ▪ Establishment of Saint August winegrowers group. This group consists of the vineyard company and associates who maintain the same love for Cretan land and native wine varieties and aim at identifying individualized intervention strategies for the sustainable management of vineyards exploited by each vineyard grower. This group has 24+ members.

	<ul style="list-style-type: none"> ▪ Cooperation with local community and local winemaker producers. The company collaborated with 115 local producers in 2015. ▪ Visitable cellar. By the creation of the visitable cellar, the company seeks to highlight the importance of the society that produces its own food and to promote local products through the establishment of the winery as a tourist destination. Along with the promotion of the island and its culture, new jobs and business opportunities emerged for the local businessmen of the island through collaborations that have been developed. The prolongation of the tourist period is another positive consequence of this exercise. ▪ Participation in the "Connecting Sustainable Winegrowing with the Hospitality Sector" project, which aims to link sustainable wine growing with the hospitality industry on the island of Crete. ▪ GEA S.A. Blood Bank. The blood bank was created to ensure the blood needs of members and their 1st degree relatives. <p>Workplace environment: The company has made serious efforts to provide a fair, safe and decent working environment. As a result, a series of practices have been designed which enrich the employees. All employees of the company have an employment contract that complies with the applicable national legislation, while 35% of the employees are women and 10% of them are positioned in managerial positions. Gender pay gaps are solely associated with responsibility issues and position in the company. In addition, the average duration of career in the company is high and the majority of employees are permanent personnel. For ensuring continuous training of the associates, an annual program has been designed for updating and training the employees. In addition, the company seeks to constantly inform employees and visitors of the company's premises on health and safety rules, which is also supervised by the responsible Safety Technician. Finally, a strict stance against forced child labor is applied, no persons under 18 years old are hired for any reason or type of work.</p> <p>Marketplace: Lyrarakis Wines aims, among other things, to the production of high-quality wine and has developed a range of activities to achieve this goal. These activities relate to the protection of soil and arable land, with the aim of protecting the environment and, on the other hand, they aim to the production of high quality products. Vinification is done through strict procedures that are continuously supervised and improved by specialized staff and a modern bottling procedure consisting of 6 individual stages is also followed. Through these actions, the aim is to create a strong brand name in the wine industry.</p>
Resources needed	Financial resources, labor hours, co-operation - workers, data that cannot be precisely separated.
Timescale (start/end date)	The company's actions are continuous.
Evidence of success (results achieved)	The results are not measurable at this point but there are indicative measurable data when reporting the applicable practices above
Difficulties encountered/ lessons learned	None reported

Potential for learning or transfer	The experience gained from the actions implemented could be transferred and disseminated. Lyrarakis Wines has already issued its 1st sustainability report, which lists the practices adopted in the context of CSR.
Further information	www.lyrarakis.com
Contact details	
Name	Lyrarakis Vartholomaios
Organisation	GEA S.A.
Email	bart@lyrarakis.com
Short profile	<ul style="list-style-type: none"> ▪ Business activity: Winery ▪ Financial turnover: 1.855.448€ (2015) ▪ Number of Employees: 22

6. Chalkiadakis S.A

Detailed description	
Detailed information on the practice	<p>Chalkiadakis S.A. operates in the trade industry with 39 retail shops (Super Markets) and 1 home items shop, being one of the largest companies on the island, employing over 1,200 employees. Corporate Social Responsibility for the company is philosophy, strategy and innovation and is fully integrated into the operations of the company.</p> <p>Environment: The company, wishes to contribute to the protection of the environment while respects Cretan biodiversity, so it has adopted a range of measures that are applied by management and employees. Also, the company motivates its customers to implement these measures. Most of these measures consist of recycling actions. More specifically:</p> <ul style="list-style-type: none"> ▪ Oil recycling, which includes the collection of used cooking fat to avoid contamination of the aquifer through its deposition in the sewage system. The company, in fact, rewards customers involved in this process with a bottle of bottled water for each bottle of used oil. ▪ Paper recycling: For this process, paper presses and special bins have been installed both in the stores and in the central warehouses of the company, thus recycling all cartons and membranes. ▪ Battery Recycling: The company works with an authorized battery recycling organization for the battery recycling and there are special bins in all its stores. <p>Recycling is also done on electrical appliances, lamps and lubricating vehicle oils. An additional measure adopted by Chalkiadakis SA aims to improve the image of waste disposal sites in the company's stores.</p> <p>Society: The company, through its cooperation with local producers and suppliers, supports the local community in which it operates and develops. In addition, it provides solidarity to those who need it by supporting them. For example, it provides assistance to vulnerable groups, social grocery stores and charities, while providing discounts to the majority and the disabled. In addition, the company provides donations to school and medical equipment as well as supports cultural and athletic events that take place in Crete.</p> <p>Workplace environment: Characterizing the manpower as its largest asset, Chalkiadakis S.A. implements Corporate Social Responsibility actions to the pillar of human resources. The most important of these actions, is the establishment of the Chalkiadakis Academy, which started in 2010 and aims to the specialized training of all human resources in matters related to the subject of its employee's work. In this way, the company invests in its employees. In addition, there is training on the provision of first aid from the Red Cross as well as competitions and excursions for workers.</p>

	Marketplace: The company's vision is to offer to its customers quality products, supporting the local community and capitalizing on its human resources, always respecting the principles and values it has set. Ensuring the provision of high quality products is of great importance to Chalkiadakis SA. The control system it applies to all the agricultural products of Crete, which it supplies and provides to the customer, is a means by which it strengthens this effort. Consumers have the opportunity to learn about every Cretan agricultural product they buy, through the e-cert platform provided by the company and which includes details such as the place of production, the producer and the date when the product was picked.
Resources needed	In order to implement the aforementioned actions, the company uses its own financial and human resources.
Timescale (start/end date)	The actions of the company are ongoing.
Evidence of success (results achieved)	Through the CSR actions the company has achieved to: <ul style="list-style-type: none"> ▪ Recycle 25,000 liters of used oil in 2016 ▪ Recycle 1,200 tons of paper and plastic in 2016 ▪ Recycle 3,280 kg of mixed batteries from 2007 to today. ▪ Recycle of Electrical Appliances (3,470 kilos in 2016).
Difficulties encountered/ lessons learned	None reported
Potential for learning or transfer	There is the possibility to transfer and disseminate the CSR practices of the company that are listed in detail on its website.
Further information	https://www.xalkiadakis.gr/el/home
Contact details	
Name	Tzagkarakis Michael
Organisation	Chalkiadakis S.A
Email	marketing@xalkiadakis.gr
Short profile	<ul style="list-style-type: none"> ▪ Business Activity: Retail ▪ Number of employees: <1.200 ▪ Financial Turnover: 155.368.657,28€ (2015)

7. TCF|Futouris Project

Detailed description	
Detailed information on the practice	<p>The TCF Foutouris project vision is to preserve the heritage of tourist destinations and to develop a sustainable future for the tourism industry. Its members involved in this project, undertake to improve living conditions, preserve biodiversity and protect the climate in every place they operate. The aim is to ensure sustainability and the actions with which it is planned to achieve this goal are decided in cooperation with the locals. The members of the TCF Foutouris Project come from a wide network of local and international organizations as well as TCF Foutouris Project establishes collaborations for the implementation of its actions. Indicative member companies involved in this project are TUI, Lufthansa and AirBerlin.</p> <p>In Crete, TCF Foutouris Project, in collaboration with the TUI Foundation, organizes actions to establish the island as a food destination while at the same time, provides the local people with the necessary information on how to make this form of tourism sustainable. During the implementation of the action, team members inform local producers about the modern ways of exploiting the soil through which they will achieve a high quality of product and at the same time learn how to respect the natural environment and Cretan biodiversity. The aim is to protect the environment from the uncontrolled cultivation of the soil and at the same time the economic prosperity of the locals involved in the agricultural sector.</p> <p>Other actions implemented by TCF Foutouris Project and can be adopted by businesses, employees and visitors to tourist destinations are the following:</p> <ul style="list-style-type: none"> ▪ Avoiding food waste, Mediterranean region. Essentially, this action aims to reduce the amount of food being thrown out of hotels everyday around the world. ▪ Sustainable Food, Mediterranean region. The aim of the project is to develop a comprehensive and workable manual for tourism service providers to increase the variety of food and beverages produced. ▪ Sustainable Winegrowing, Crete. The actions aim at the development of Crete as a sustainable wine-growing region and destination in the Mediterranean Sea. <p>This project deserves to be presented and included in the good practices of this project as it is a practice that is not exclusively applied by an individual enterprise, but its actions are implemented in a collaborative way as it involves many members. In this way, the knowledge and experience on specific issues is shifted from the more to the less experienced. As a result, a constant improvement in social responsibility arises.</p>

Resources needed	In order to implement the aforementioned actions, TCF Foutouris Project has established partnerships with companies interested in participating in such ventures. Also, for the implementation of the actions that will be implemented, the company accepts proposals from potential partners which the Board of Directors evaluates and if they are approved the implementation of them will start. In addition, the TCF Foutouris Project accepts donations to provide additional financial support for the actions it implements.
Timescale (start/end date)	The philosophy of the actions that the TCF Foutouris Project develops is always in the same context, so the actions can be characterized as continuous.
Evidence of success (results achieved)	Each action carried out, has its own results which are difficult to present extensively at this stage. The large number of participants and members of the TCF Foutouris Project is also, an evidence of success.
Difficulties encountered/ lessons learned	None reported
Potential for learning or transfer	The experience gained from the actions implemented could be transferred and disseminated.
Further information	http://www.futouris.org
	Contact details
Name	Mpampagiouris Sotiris
Organisation	TCF Foutouris Project
Email	s.bampagiouris@localfoodexperts.com
Short profile	The TCF Foutouris project vision is to preserve the heritage of tourist destinations and to develop a sustainable future for the tourism industry

CONCLUDING REMARKS

Greece is strongly committed to the implementation of the 2030 Agenda for Sustainable Development and its Goals. Despite however good intentions, application of environment protection legislation and issuing of associated permits remains very cumbersome.

Indicative types of criticisms expressed are:

- Very slow operation of permits issuing public services (central or regional)
- Classification of activities does not adequately consider changes in technology
- Not sufficient funding and government support for enterprises' efforts to modernise equipment and production processes
- Not sufficient funding and government support for enterprises' initiatives implying total or partial relocation of activities, including relocation of necessary personnel
- Recent laws for environmental permitting and the operation of industries in Greece, are updated and enhance industry's development.

Perceptions associated with Sustainable Development issues vary among middle management executives, where the level of awareness of such issues is only 35%. This highlights the existence of **a gap in raising awareness and an opportunity for further engaging middle management.**

Measuring intended or actual investments volume is not sufficient to reveal the organisation's internal procedures, it does not reveal whether the investment undertaken was in fact a result of genuine "sustainability" concerns. Such **questions may be better answered through specifically designed investigations at the enterprises' level and personal, in-depth, interviews with selected members of the Management and a number of employees involved!**

SINTRA project's activities include the identification of a number of good practices in all partner countries, in-depth interviews allowing assessment of actual and potential contribution on intrapreneurship and the presentation of such cases. The material will be used in the context of the project's training activities and will ensure that, through their transferability, will contribute to substantial multiplicative results in all partner countries and beyond.

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