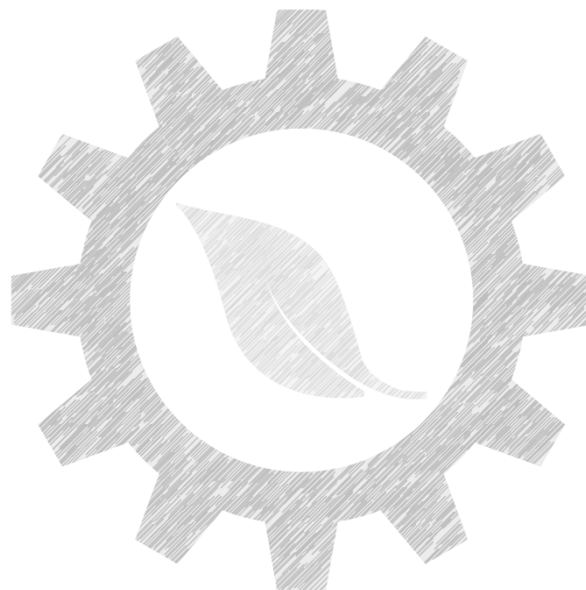


Handbook for organisational/business model's sustainability assessment



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Introduction

The concept of sustainable development can be interpreted in many ways, but at its core is an approach to development that aims to balance different, and often competing, needs against an awareness of the environmental, social, and economic limitations we face as a society. Successful sustainable development meets the needs of the present without compromising those of future generations. Sustainable development is the idea that human societies must live and meet their needs without compromising the ability of future generations to meet their own needs. The “official” definition of sustainable development was developed for the first time in the Brundtland Report in 1987. Specifically, sustainable development is a way of organizing society so that it can exist in the long term. Living within our environmental limits is one of the central principles of sustainable development. On the other hand, it is about ensuring a strong, healthy and just society. This means meeting the diverse needs of all people in existing and future communities, promoting personal wellbeing, social cohesion, and inclusion and creating equal opportunities.

In this context entrepreneurship plays an important role. Sustainable entrepreneurship (SE) is a concept that combines both sustainability and entrepreneurship, and has been defined as “an innovative, market oriented and personality driven form of value creation by environmentally or socially beneficial innovations and products exceeding the start-up phase of a company” (Schaltegger and Wagner, 2007). SE could be defined as the use of business organizing to solve problems related to social and environmental sustainability. It is a “business with a cause” - where world problems are turned into business opportunities by deployment of sustainability innovations. In other words, this concept could be described as entrepreneurship and innovation for sustainability.

No less important is Intrapreneurship. This is a significant management approach that enables organizations to improve their activities, to increase their profitability and to rediscover and restructure themselves. The creativity, the innovation, and the capability of taking risks are the most important attributes that employees should possess, as key resources of any business. These employees’ characteristics are all closely related to the development of intrapreneurial spirit in the organizations. In today’s dynamic business environment featured with rapid changes in the global marketplace, the ability of organizations to continuously innovate, allows them to create, but also to maintain their competitive advantage. The introduction of intrapreneurial culture in companies is an imperative for their survival, growth, and sustainable development in these modern uncertain conditions of the national and global economy accompanied with strong competitive battle for market share. The intrapreneurial policies ensure the implementation of

innovative ideas by creating new products, services, processes or redesigning the existing ones, according to the customer's needs and considerations of sustainability.

Intrapreneurship is among important prerequisites and concepts of modern economics and free market theory. Intrapreneurship can be described as entrepreneurship within a given system or entity, such as a company, organization, sector, cluster, national or even global economy. Hereby, intrapreneurship is more than only providing some opportunities to some employees.

This handbook offers ideas and insights for sustainability assessment and makes the case for intrapreneurship and entrepreneurship. In the "consideration" chapter you shall find some tips useful in assessing the sustainability of a business or intrapreneurial idea.

Economic Sustainability

"Sustainable economic development implies maximizing the net benefits of economic development, provided that the services and the quality of natural resources are maintained over time" (Pearce et al. 1988). From this point of view the mission of economic activities is not only the production, but also the saving of the stock of natural capital. In order to achieve sustainability, priority should be given to the natural capital stock rather than to the income stream that could be generated.

The concept of economic sustainability is linked to the verification of economic impacts. We often talk about sustainability report for companies: it is a document that measures the environmental and social impact of business activities. The economic condition of a company has a very important influence on the sustainability budget, for this reason it must be protected through products and services that are economically advantageous for companies. The concept of economic sustainability is linked to the verification of economic impacts. Economic impacts of any endeavours towards sustainability are very important – after all a company must be profitable in long term, in order to be a going concern and in order to have an impact in the context of environmental and social sustainability. It's important that sustainability is a real goal for companies, that it can have a real impact on the planet and on people's well-being.

Greenwashing, the adoption of sustainable practices as a marketing tool alone, does not take us in the right direction. To avoid greenwashing, it is important to rely on measurable and shareable indicators, and to integrate sustainability into business processes. The indicators may vary depending on the type of company, but there are some general guidelines from which to take the cue to start a positive reflection:

- Comply with global and national sustainability laws and standards
- Intervene in production processes to make them more sustainable
- Protecting workers and employees
- Assess the impact of the company on the community in which it operates.

Environmental sustainability

Environmental sustainability is linked to the natural resources we have available and their conscious use. For future generations to enjoy the same advantages as we have today, it is desirable to adopt a sustainable model of using the limited natural resources we have throughout all of the world.

Man is not an eco-sustainable species. In his actions he often does not care about the environmental consequences or respect for nature and other living species. How many people, during a purchase or a trip, consider their own ecological footprint? How many people are concerned about the natural resources they use or waste, the amount of greenhouse gases they emit through their activities or how much waste they produce? So that the answer to these questions is no longer "never", new strategies are needed that shift the attention of people from themselves to the environment, to increase our eco-sustainability.

When we talk about environmental sustainability, we must keep in mind one fundamental element: we are faced with a theme that concerns the very existence of the planet we inhabit. It is no coincidence that the idea of environmental sustainability has evolved so strongly that it is a significant part of the concept of sustainable development. From the purely ecological aspects we have reached a broad meaning, which cannot fail to consider the social and economic implications on the environment.

Ensuring environmental sustainability means balancing our natural ecosystem. Fighting pollution, taking drastic measures on harmful emissions and waste generation, activating virtuous and innovative economic circles as drivers to optimize, recycle or reuse resources. An ecosystem of behaviour for one big goal. Pursuing environmental sustainability means, in the first instance, dealing with the number one enemy, pollution. Don't think only of the image of a city congested by traffic or covered by a cloak of smog. That symbolic suggestion refers only to air pollution: a small part of the forms of pollution that can attack the processes of environmental sustainability. Exhaust gases, combustion of natural or artificial gases, waste treatment systems, chemical agents used in agriculture or industry, CO₂ emissions from aeration and heating plants: various vapour and noxious gas emissions - including dioxin and carbon dioxide - which adversely affect

the composition of the air we breathe. Companies can do a lot with intrapreneurial activities to steer their company towards more environmentally sustainable path.

When emissions reach excessive concentrations, alternate plates are not enough: our body and the environment itself cannot dispose of its residues. From heaven to earth: the fight for environmental sustainability also passes through the control of soil pollution. A factor that alters the natural chemical composition of the soil due to harmful human activities, such as the use of chemicals and fertilizers, the abandonment of non-biodegradable waste, the discharge into unsuitable areas of dirty water and solvents. Finally, water: water pollution is increasingly contaminating seas, rivers, and lakes. From abusive slurry discharges to waste of any kind: domestic, industrial, and urban.

One of the great battles to reduce the use of plastic has a reason for water pollution: since 2000, plastic-based waste in the Atlantic Ocean alone has tripled. The first objective of environmental sustainability is to preserve the planet's resources in this way:

- Adopting sustainable and renewable energy sources, thus abandoning fossil fuels
- Allow everyone to have the same opportunities, so allow equality
- Respecting ecosystem resources by creating sustainable communities
- Design sustainable cities, based on environmental and social criteria
- Educating citizens about sustainable, informed and informed consumption
- Ensuring efficient use of resources for sustainable trade.

Europe has been focusing on valuing those economic activities that will undertake to ensure a contribution to at least one of the following objectives:

- Mitigation of climate change
- Adaptation to climate change
- Sustainability and protection of water and marine resources
- Transition to the circular economy
- Pollution prevention and control
- Protection of biodiversity and ecosystems.

Social Sustainability

Social sustainability is the set of actions aimed at achieving equity in society. Social sustainability implies a diversity of actions, affecting legal, economic, and cultural issues. In general, it is achieved through the reduction of poverty and the realization of basic conditions of dignity for the life of every person. It implies the reduction of the inequality of benefits between the social classes of a country and between the different populations of the world. Social sustainability implies that collective economic growth can be pursued without seriously sacrificing the quality of life of individuals.

Guaranteeing welfare conditions, understood as conditions of human well-being, is in fact a social responsibility that implies concrete actions affecting macroeconomic systems and the relationship with planetary natural resources. For this reason, social sustainability actions are an essential foundation for the effective implementation of environmental and economic sustainability. Sustainable development is also expressed through social sustainability in the company, which brings together the typical tasks of financial management, including the optimization of the relationship between risk and return in each time horizon, with broader and collective aspects affecting nature, sociality and/or governance. Sustainable development, various are the indications today in use, in such a way it is configured as a financial ethical reality that operates economic choices through investment solutions not aimed exclusively to the pursuit of profit in the short term. Moreover, a comprehensive response was proposed in 2011 by a European Commission document. It speaks of “a strategic approach to the issue of corporate social responsibility (which) is increasingly important for competitiveness. It can bring benefits in terms of risk management, cost reduction, access to capital, customer relations, human resources management and innovation capacity”.

Social responsibility is expressed in various ways and can be adhered to by large and small entities. Some of the most common examples are the 4 R-s which act as a pivot through which to implement internal policies of respect: recycling, reuse, recover and reduce, with the aim of limiting the impact on the climate footprint and fight against consumerism, enemy number one of the environment. Participation in Fair Trade can also be envisaged, charitable initiatives can be launched with markets and awareness-raising campaigns of various kinds and can be put at stake through responsible investments. Perhaps not all those who have had a coffee at Starbucks know that the CSR (Corporate Social Responsibility) played a significant role in the internal organization, as evidenced by the adherence to the program C.A.F.E. (Coffee and Farmer Equity) which ensures that the enterprise is driven by social awareness. Starbucks didn't stop there, they partnered with Ethos Water to help more than a billion people in need of drinking water.

Large enterprises, which constitute public-interest entities and which are parent companies of a large group, each having on average more than 500 employees, should present the sustainability report once a year. This is a document through which to certify the performance of the organization's activity not from the financial point of view (such as the financial statements), but as a report intended for stakeholders to confirm adherence to the objectives set. By law, there is no mandatory model, but the GRI (Global Reporting Initiative) was born with the intention of meeting this demand through international guidelines to draw up a comprehensive budget in economic, environmental, and social terms.

There are several standards for social responsibility. For example, the SA 8000 is an international standard of social certification and ethical reality, both private and public, developed by the SAI. Fight for respect for the fundamental rights of workers, for the protection of minors, as well as ensuring safety and hygiene at work; In short, it encompasses a whole series of safeguards and well-being elements to be adhered to through compliance with the rules that identify it. In addition, reference may be made to ISO 26000 guidelines which include shared definitions of the general principles of social responsibility, its key elements, and its integration into the overall activities of an organisation.

The Sustainability Assessment

The aim of a sustainability assessment is to measure the impact of a project or situation from the perspective of sustainable development. How can we assess whether action plans or projects are really moving in the right direction? A sustainability assessment makes it possible to verify in a timely manner whether a project is compatible with the objectives of sustainable development, systematically recording and representing in a transparent way the expected positive and negative impacts on the size of the economy, the environment and society and the corresponding thematic areas. John Elkington, in his article "Partnerships from Cannibals with Forks: the triple bottom line of 21st-century business" argues that companies should work simultaneously on three different budget lines: the typical one, based on profits and losses, civil society, and the environment. From this point of view, it is essential for any economic organisation to define long and very long-term objectives first, but it is equally important that the distance from these objectives and the coherence of its actions be measured continuously.

Measuring sustainability, managing sustainability, and communicating sustainability thus become fundamental steps in the pursuit of a business strategy. The first step, therefore, in defining a corporate policy aimed at sustainability is the mapping of all potential and current aspects related to sustainability. According to the principles of the Global Reporting Initiative (GRI), the identification of these aspects is based on the principle of materiality. Because each action has a

potential environmental or social impact, the materiality principle states that only certain aspects of the business should be considered for the measurement of its performance in terms of sustainability. These aspects are identified because of their significance and influence on the Triple Bottom Line. Once all the relevant aspects have been identified, the company can proceed to the definition of the improvement objectives. These objectives are generally aimed at minimising the resources used or, conversely, at maximising value. Typical examples include, for example, reducing energy consumption, improving plant safety, reducing CO2 emissions, or improving the quality of life for the community within which the company operates.

Downstream of the definition of the objectives of the business strategy and the consequent actions, the most complex part concerns the selection of appropriate indicators for the monitoring of performance with respect to its objectives and the same levels of performance that the company wants to achieve. These performance indicators are generally known as Key Performance Indicators, precisely because of their fundamental function and the key role of the aspects they refer to in relation to the pursuit of the strategy.

Indicators are parameters capable of providing information on the characteristics of an event, although they represent only a part of it; Their main function is the synthetic representation of the problems investigated to preserve the informative content of the analysis. EUROSTAT, the OECD, the World Bank, the European Environment Agency, have been developing environmental and socio-economic indicators shared by the scientific world for years. However, the official sources identify indicators on a national scale and rarely give a more detailed territorial reference, which is necessary for local analysis.

Indicators of Sustainability

At the international level, however, it has been understood that it is necessary to leave to the individual local communities the autonomy to select the indicators best suited to their situation, to better represent their own specific environmental and social economic characteristics. Hence the need to identify indicators at a reduced territorial scale, such as the administrative scale for municipalities, which meets as far as possible the three main requirements laid down by the OECD, and shared internationally: relevance, analytical consistency, measurability. An indicator for relevance should be: (1) capable of providing a representative image (of status, pressure, response) also in dynamic terms; (2) easy to interpret and communicate and capable of highlighting dynamics; (3) be sensitive to changes; (4) can provide a useful basis for comparison (international, national, regional, etc.); (5) associated with a threshold or reference value; (6) useful for environmental, social, and economic management. An indicator for analytical consistency shall be: (1) technically clearly defined and scientifically accepted; (2) based on national and international standards; (3) can be used as part of forward-looking models. An

indicator is measurable if the data needed for its construction are: (1) already available (or available with reasonable costs and time); (2) documented, (3) quality (reliable and reliable), (4) verifiable, (5) updatable (within a reasonable time). Global Reporting Initiative is probably the most accredited initiative in developing guidelines for sustainability reporting. Since the first edition, the guidelines developed by the GRI set out the economic, environmental, and social indicators fundamental to the measurement of company performance.

The indicators are divided into 6 specific categories according to the measurement area:

- The economy;
- The environment;
- Human Rights;
- Workers and the workplace;
- Product
- Company.

A second methodology widely used for the assessment of sustainability at the corporate level is based on the concept of eco-efficiency developed by the World Business Council for Sustainable Development (WBCSD). The concept of eco-efficiency can be described as a relationship between the value produced and the impact generated. What is most noticeable, as pointed out by the WBCSD itself, is that eco-efficiency does not only concern a mere efficiency of resources, but that is also, the reduction of impact must be considered as crucial and essential to the achievement of strategic objectives. The underlying idea is that we create a win-win situation in which economy and sustainability are not opposed. Unlike the WBCSD indicator set, ISO 14031 includes both process and performance indicators. The integration of these elements was dictated by the fact that the impact of the business activity generates changes in the environment that should also be measured. The aim is to encourage companies particularly oriented to environmental conservation to change their strategy to reduce the negative effects generated by the activity.

Defining an indicator is not as immediate as you might think. Sometimes underestimating the indicator leads to inappropriate use and neglect of important information that the indicator itself can provide. The hierarchy of indicators developed by the Lowell Centre for Sustainable Production (LCSP) (Veleva, 2001) is a useful tool for companies in the organization and evaluation of the effectiveness of their indicators. The framework divides the indicators into 5 levels according to the principles of sustainability:

1) Compliance: includes all indicators that assess the degree of compliance of the company (or organization) with local, national, and international regulations, and with industry standards. A typical example is the number of fines for regulatory infringements.

2) Material Use and Performance is a crucial category of indicators that measures the company's input, output, and results in terms of energy and water consumption, sub-products, waste,

emissions, etc. Since they measure efficiency in the use of resources, they are essential for the acquisition and maintenance of competitive advantage in the context of sustainability.

3) Effects: This category covers metrics and indicators relating to the impact of the business on the natural and human environment (ISO 140001:2004). Common Occupational Health and Safety indicators such as the number of accidents and accidents fall within the category.

4) Supply Chain and Product Life Cycle: these include the indicators of the previous categories that go beyond the company boundaries and include the entire supply chain and distribution, use and disposal of the product. Typical examples are the degree of recyclability of the product, the use of renewable energy sources by upstream suppliers, and CO2 emissions from transport.

5) Sustainable System: contains indicators that explain how a company fits sustainably into the social and economic fabric and does not act as an isolated entity. The indicators of the Sustainable System measure the performance in terms of impact on the quality of life, use of water resources according to the degree of regeneration of the territory. This type of indicators are difficult to define by the individual company and are generally indicated at national or international level based on the input of governments but also local communities.

The Criteria for Selection

Indicators are fundamental in developing a good sustainability assessment, therefore is important to choose the best criteria possible. Here some examples.

1) Ease and Comprehensibility.

If an indicator is not immediately understandable due to overly complex or inconsistent metrics, its usefulness is very limited, both as an internal governance tool and as a means of communicating to the outside world. Indicators should be selected based on their comprehensibility and usability to avoid misinterpretation or bias.

2) Significance.

Indicators should support decision-making by identifying areas and opportunities for improvement. They must be meaningful and balanced between technicalities and too general information.

3) Comprehensiveness.

The selected KPIs shall be able to cover all major aspects and significant impacts.

4) Manageability and Comparability.

Performance developments identified by indicators should be assessed by ensuring comparability and replicability of results.

5) Controllability.

The controllability of an indicator depends on the management's ability to influence that indicator with its own actions. This makes it possible to account to their stakeholders for the progress achieved in a clear manner.

6) Continuity.

An indicator that is not continuously updated and monitored, or that it is not possible to constantly update, does not allow to effectively track changes in performance and should be discarded from the set to be used.

7) Efficiency.

One of the most important aspects in selecting a set of KPIs is the efficiency of the indicators themselves. Indicators for which excessive data collection is required or for which it is not technically possible to collect data are superfluous and have a negative impact on performance due to the resources used to compose them.

Some examples

KPIs of an economic nature are a decision-making tool typical of any business as they allow the measurement of performance in relation to purely economic targets. A complete and exhaustive set of economic indicators must touch on all the crucial points of the company's economic and financial management and meet the needs of all major stakeholders. Although most of the economically significant indicators are contained in the balance sheet and result from classic management control, according to the concept of the Triple Bottom Line it is appropriate to reclassify these indications, distinguishing, for example, economic success indicators (financial results and competitive advantage for example) and indicators that address the determinants of such success (for example, quality, degree of innovation and consumption of resources). In addition, for a correct assessment of economic performance it is appropriate to incorporate non-financial measures such as customer satisfaction, flexibility in terms of production or, precisely, the degree of innovation of products. Environmental indicators fall into three macro-categories:

- 1) Operational Performance Indicators (OPI) that focus on inputs (materials, energy, and water), plants, equipment, logistics and outputs (products and services, waste, wastewater, and emissions). Regardless of the type of metric chosen, it should be stressed that the real effectiveness of these indicators is achieved when they are normalised, that is, when the common denominator is put, for example, total sales, revenue, or the number of employees.
- 2) Environmental Performance Indicators (ECIs) that inform about the state of the environment and are more outward-looking towards local communities and stakeholders in general.
- 3) Performance Management Indicators (MPI) that provide information on the ability of management to influence the performance of business activities in relation to the environment. They concern, for example, the structuring of a company policy on the subject, compliance with regulations, the relationship with stakeholders, etc. They are mostly qualitative in character, with their operation mainly aimed inside - returning information on the distance from the target set.

Indicators' qualitative nature, however, limits their usability as a tool of information on real business performance.

Companies have only recently started to invest in the creation of usable indicators. The effort remains mostly at the company level and concerns mostly employee safety, the work-life balance, and beneficial activities for local communities. Bases for the selection, definition, and profiling of the main stakeholders; approaches for the consultation of stakeholders (e.g., questionnaires, focus groups); frequency of consultations; purpose of use of the data collected; plans to improve the consultation phase. Statements on the publicly available mission, values, and social policies; ethical codes, social pacts and voluntary initiatives; organizational structure for the management of social policies; management systems that include social performance (e.g., ISO 14001, SA8000). Gender diversity of the workforce; freedom of association; child labour; turnover rate; absenteeism; compensation & benefits; involvement of the local community; transfer of skills; technology transfer; complaints; investment in workers' welfare (e.g., support for families, etc.); philanthropy; social taxation. Performance related to internal social policies, standards, and voluntary initiatives; main awards and awards received for the management of social policies; H&S indicators (e.g., accidents, days of absence, etc.). As we can see from above lists, there could be many indicators, which have different relevance in the context of different businesses and in the context of different intrapreneurial activities. Assessing sustainability of different business models and intrapreneurial ideas is also subject to selecting most appropriate indicators, based on what is the business of the organization and also what are the goals considered most important.

INDICATORS FOR SUSTAINABLE BUSINESS IN SINTRA PARTNER COUNTRIES

SINTRA project partners have gathered information and inputs from project partner countries, which help to support sustainable thinking in organizations in various countries. Below you can find short overviews on organizational/business model sustainability assessment topics from Bulgaria, Estonia, Portugal, Iceland, Greece and Croatia.

Bulgaria

What is sustainable development in the context of intrapreneurship?

The topic of sustainable development and creating links between economic, social and environmental targets is long present in the national strategic documents of the Republic of Bulgaria. Appropriate strategies and programs have been adopted that reflect the basic principles of the 2030 United Nations Agenda for Sustainable Development “Transforming our World” (2030 Agenda) and allow for coherence in the implementation of its goals.

The main strategic document that formed the framework of national policies in the priority areas for Bulgaria was the National Development Programme: Bulgaria 2020. The vision and goals of the Programme outline 8 priority areas that correspond to the implementation of the 2030 Agenda in the country. These priorities reflect the national ambition to generate high value-added products through better education, sustainable management of natural resources, innovation in an improved institutional environment, energy security through improved resource efficiency and improved transport links.

The concept of sustainable development implies that economic growth, social inclusion and environmental protection are complementary. Bulgaria conforms to this principle by prioritizing education and investment in early childhood development, devoting funds to social protection and reducing inequalities and poverty, while at the same time looking for the path to sustainable economic development through a focus on high value-added economy, circular and social/solidarity economy.

Numerous activities have been initiated in Bulgaria in the three domains of sustainable development, incl. in the fields of research and development, information and communication technologies, education, green technologies and circular economy, social entrepreneurship, etc.

in the public, private and NGO sectors. Among them, several case studies (see below) can be outlined as good practices in the framework of which intrapreneurship has contributed to boosting the sustainability in economic, social and environmental aspect for both the involved organisations and on a wider scale.

Indicators for a sustainable business in Bulgaria

The National Statistical Institute (NSI) is one of the leading institutions involved in the implementation of the UN Sustainable Development Goals. In January 2019, the NSI presented to the users of statistical information the summary publication “Sustainable Development of Bulgaria 2005-2016”. The publication contains statistical indicators developed in accordance with the Eurostat sustainable development indicator system.

As per the above publication, the key indicators, which relate directly or indirectly to the sustainability of businesses in Bulgaria are, as follows:

1. Growth rate of labour productivity per hour worked
2. Gross domestic expenditure on R&D by sector
3. Final energy consumption by economic sectors
4. CO2 emissions
5. Share of renewable energy in gross final energy consumption by sector
6. Gross inland energy consumption by fuel
7. Expenditure on waste water treatment
8. Circular material use rate
9. Recycling rate of waste
10. Area under organic farming
11. Employment in high- and medium-high technology manufacturing and knowledge-intensive services
12. Patent applications to the European Patent Office

Good practices to achieve sustainability

Good practice No.1: Boosting entrepreneurial and business skills in the tourism sector

The good practice was implemented in the period June 2013 – July 2015 by the University of National and World Economy, Sofia, Bulgaria (UNWE) in consortium with the Institute of Tourism, Bratislava, Slovakia (IoT) and the Bulgarian Association for Rural and Eco Tourism (BARET) under contract No. BG051PO001-7.0.07-0236-C0001/ 19.04.2013, Grant scheme 'Without borders – Component 1 – Phase 2' within Priority Axis 7: Transnational and Interregional Cooperation of the Human Resources Development Operational Programme 2007-2013, co-financed by the European Union through the European Social Fund.

The objective of the good practice was to contribute to boosting the employability and adaptability of students as well as encouraging job creation in the tourism sector, incl. through self-employment. Supporting young people for business start-ups in the tourism sector and increasing the capacity of the private sector at regional and local level for absorption of the resources, granted through the EU funds were also among the specific objectives of the initiative.

The success story is an example of an intrapreneurially-oriented action, initiated by one of the professors at UNWE. Furthermore, the sustainability of the initiative is ensured by the opportunities created for using the accumulated experience and the developed interactive learning platform for creating new academic practically-oriented content for education of students in the field of tourism. Upon completion of project activities, the project website and the e-learning platform developed continue to be administered by a team of IT Department at UNWE. The developed online training package can also be used for the purposes of continuing education, conducted by the Institute for Postgraduate Studies at UNWE.

Good practice No.2: Sports GPS outfit development

The good practice is related to the development of an innovative product – outfit for alternative and extreme tourism and sport with imbedded communication device for GPS tracking produced through usage of innovative seamless technology in Brizosport – a company for producing sports and leisure outfit. The activity was implemented in the period November 2016 – October 2018.

The developed innovative product was related to the creation of outfit for alternative and extreme tourism and sport with imbedded communication device for GPS tracking produced through usage of innovative seamless technology. The expectations were that it would lead to expansion of the scope of application of smart technologies in the sports outfit domain. Through

embedding a GPS module, it becomes possible to track the movement, duration, physical strain and physical activity with wide application for the fans of extreme sports, tourism and alpinism. Another significant aspect besides reporting the route covered was the possibility to transmit location data through additional map, as this function is related to the personal security of the outfit users, especially in mountain hikes in heavy weather conditions, extreme tourism and alpinism, trekking, winter sports, etc.

The good practice is considered for a sustainability-oriented intrapreneurial initiative, as the idea for the new product was conceived and activity initiated by one of the sports outfit designers in the company. Furthermore, the successful implementation of the initiative contributed to a high extent to supporting the sustainable development of the company, both on the national and international market for sports outfit.

Good practice No.3: Eco Mobility

Eco Mobility was an EU-funded project implemented in the period August 2017 – July 2019 by Delia Auto Ltd. – an R&D company, specialised in the development of innovative transportation solutions. The particular initiative was aimed at developing, testing and patenting an innovative product, namely a dual fuel system for an internal combustion engine, as it was seen as a product with high environmental, economic, financial potential and high added value.

More specifically, the initiative's goal was to develop a propane-butane conversion system for internal combustion engines, and to eventually reach the stage of readiness of the product for mass production and implementation in transport vehicles. The new system has been significantly improved compared to then existing solutions on the market, in terms of its properties and use, technical characteristics, built-in components and materials, degree of ease of use and return on investment by the end user, as well as the production of lower greenhouse gas emissions.

The success story is an example of how an idea for a new product generated by one of the researchers in an R&D company can have a high potential and added value for sustainable impact on both macro and micro level. Thus the initiative contributes to the sustainable development of transport and energy, as well as the above-mentioned company itself.

Ideas and innovation as a starting point of sustainability

Good practice No and Name	Ideas and innovation
Good practice No.1: Boosting entrepreneurial and business skills in the tourism sector	<p>Idea: support young people for business start-ups in the tourism sector</p> <p>Innovation: The innovative approach of the initiative was based on the development of a simulation environment in which users of the constructed project online training platform for creation of entrepreneurial and business skills in the tourism sector were given the opportunity to elaborate a business plan for their planned activities. The main objective of the online platform was to automatically generate information on how profitable a possible project for making an investment in construction, renovation or reconstruction of accommodation facilities would be and provide guidelines in this direction</p>
Good practice No.2: Sports GPS outfit development	<p>Idea: expansion of the scope of application of smart technologies in the sports outfit domain</p> <p>Innovation: outfit for alternative and extreme tourism and sport with imbedded communication device for GPS tracking produced through usage of innovative seamless technology</p>
Good practice No.3: Eco Mobility	<p>Idea: develop a propane-butane conversion system for internal combustion engines, and eventually reach the stage of readiness of the product for mass production and implementation in transport vehicles</p> <p>Innovation: a dual fuel system for an internal combustion engine, improved significantly compared to existing solutions on the market, in terms of its properties and use, technical characteristics, built-in components and materials, degree of ease of use and return on investment by the end user, as well as the lower levels of generation of greenhouse gas emissions</p>

Sectoral settings in Bulgaria

In order to implement the 2030 Agenda and to maximize the fulfilment of its 17 Sustainable Development Goals, it is important that all actors in public life are aware of them and believe that the Goals can be reached with joint efforts. After the adoption of the 2030 Agenda, Bulgaria has initiated a series of initiatives to raise awareness among citizens, businesses, institutions at all decision-making levels, students, teachers and trainers, media representatives, etc. Actions have been taken to fulfil the UN Sustainable Development Goals with the widest involvement of stakeholders.

Public sector

Bulgaria is actively cooperating with the EU Member States, the UN and other partners to achieve the UN Sustainable Development Goals. On Oct. 18, 2018, the EU Heads of State or Government adopted European Council conclusions in which they reaffirmed their full commitment to the 2030 Agenda and its implementation. Bulgaria actively participates in EU and UN multilateral cooperation, in the preparation of EU common positions for UN forums and bodies, including on economic, financial and administrative issues, as well as on sustainable development issues. There are 42 specialized councils at the Council of Ministers of the Republic of Bulgaria working on the problems of demography, gender equality, economic development, environmental protection and other issues that are thematically related to the SDGs.

Private sector

The private sector has the resources to make many of the UN Sustainable Development Goals come true. The private sector is interested in engaging with the ethical principles of corporate social responsibility and accordingly expects an improved business environment and quality education.

The private sector's commitment to the UN Sustainable Development Goals is mainly related to the adoption of the concept of corporate social responsibility (CSR). In the fall of 2018, nearly 40 corporate social responsibility professionals established the Bulgarian Association of CSR Professionals. Business representatives express their interest in the concept of the relationship between Business and Human Rights.

Initiatives of business associations have been developed to create a suitable environment for sustainable economic development. The Bulgarian Industrial Capital Association announced at the end of 2018 the creation of the Institute for Sustainable Economic Development. Its aim is to work for sustainable economic development and improving the business environment and investment climate in Bulgaria through research and specialized programs. Its mission is to

actively encourage entrepreneurship and to support the development of industrial relations and social dialogue.

Non-government sector

The non-government sector plays an important role in our country regarding the promotion and implementation of the UN Sustainable Development Goals. Coalitions of non-governmental organizations and many individual non-profit organizations work on the main topics of the 2030 Agenda within national or international projects.

The Bulgarian Platform for International Development assists the promotion of the UN Sustainable Development Goals. It brings together 15 organizations with various fields of activity: global citizenship education, health care, gender equality, childcare, Roma integration. A series of projects and activities covered nearly 700 teachers from across the country, 42 young scientists, more than 500 representatives of local authorities, 38 politicians and more than 30 journalists. After a national competition, 40 schools obtained a Global School status – a recognition as a school with a tradition in development education and global citizenship education. The Platform has worked successfully to promote the Sustainable Development Agenda, aiming to deepen the understanding of the individual 17 SDGs by using the National educational standard for civic, health, environmental and intercultural education introduced on the basis of the Law on Pre-school and School Education (approved by Regulation 13 of Oct. 11, 2016).

Croatia

In IO1 of the SINTRA project, partners conducted two surveys - one on "Good practice and disparity analysis" and the other to study and identify good practice regarding relationship between sustainable business and intrapreneurship as an important resource for business initiatives aimed at sustainability. This research aimed to gather information on the perception of sustainable business and practice in partner countries, in order to create practical training material tailored to the needs of primarily small and medium-sized enterprises. Some of these materials are also included in the IO 4 - a handbook and tools that will bring solutions and answers to the question of why and how to adapt their business to the concept of sustainable in a clear, accessible and simple way.

In order to bring the concept of sustainable business closer to the trainees and users of the developed materials, the partners in their countries researched the situation and elaborated several examples from practice.

Exploring examples of good practice related to business sustainability in Croatia, we noticed several "trends".

First, a general observation is the conclusion that sustainable business is generally equated with, and even replaced by the notion of socially responsible business, with an emphasis on community-oriented activities and environmental sustainability, while the economic component is in some ways "neglected".

The introduction of the legal obligation of non-financial reporting (from 2017.) showed that large entrepreneurs, as a rule production and energy companies, even before the introduction of the legal obligation, have adapted well to the requirements of transition from traditional to sustainable business model, and introduced the necessary internal organizational changes, adopted monitoring and reporting standards, and launched a number of programs and projects aimed at sustainability. In this process, large companies rely on internationally recognized management and reporting standards.

A study on non-financial reporting in Croatia made in 2019 on the basis of received non-financial reports for 2017 and 2019 showed that the same report was submitted by 61 out of 69 obligated subjects, and 13 other entrepreneurs voluntarily. The analysis of their responses revealed a disparity in the coverage of legally prescribed areas (description of the business model; description of policies and procedures of analysis; policy results; non-financial key indicators and basic risks associated with non-financial indicators). Most entrepreneurs described the analysis policies and procedures in the report and identified key non-financial indicators. At the same time, most of the reports do not state the set goals, describe the dialogue with stakeholders in the process of determining the content and identify the basic risks. Consequently, priorities for the next period are defined in order to motivate the company to conduct a dialogue with stakeholders, define the process of material aspects, identify the risks to which the company is exposed and define the objectives of the business model and policies.

It should be emphasized that this is the situation in large, mainly manufacturing and / or financial companies, while the situation with large organizations of other types, such as institutions, establishments or business communities is significantly different - many of them do not practice regular reporting on

sustainable development and do not have a structured approach to sustainability, and as is particularly noticeable in organizations of public interest, this evidently diminishes the results of projects and programs implemented with the aim of raising awareness of sustainability issues.

In such a situation, a relatively small number of examples from the practice of small and medium-sized enterprises are expected. As there have been increasing discussions recently about extending the non-financial reporting obligation (at least in part) to small and medium-sized enterprises, it is necessary to step up activities aimed at strengthening their capacity (especially with emphasis on the importance and role intrapreneurs played in this process).

Furthermore, from the information gathered during the research, we can primarily conclude that SME's have the most "problems" in communicating their activities with the general public - partly because they do not recognize the importance of structured PR or do not have sufficient capacity, and partly because of the high cost of traditional communication with the public, with ignorance of available, innovative solutions in this area. At the same time, it seems that small entrepreneurs recognize their role and importance in the process of transition to sustainable business primarily through the value of introducing new technological processes - where they view innovation very closely, ignoring the importance of process or services innovation.

A good signpost in this direction is the initiative of the Croatian Business Council for Sustainable Development, which for many years, among other activities, has been conducting a competition for awards to entrepreneurs for successful implementation of sustainability in four categories: large, medium, small and public companies.

Estonia

What is sustainable development in the context of entrepreneurship and intrapreneurship?

The principles of Estonia's sustainable development have been established by the national strategy for sustainable development "Sustainable Estonia 21". The corner stone of the strategy is the Sustainable Development Act, which was passed by the Riigikogu (the Estonian Parliament) in 1995. The national strategy "Sustainable Estonia 21" was completed in 2005 under the coordination of the Ministry of the Environment. This is a strategy for the development of the Estonian state and society until 2030.

At the heart of sustainable development (including sustainable or sustainable development) is the harmonious development of the social, environmental, and economic spheres. Ministry of the Environment (2020) Sustainable development means targeted development that improves people's quality of life in accordance with the resilience of natural resources and the environment. The goal of sustainable development is to strike a balance between the social, economic and environmental spheres and to ensure a full social life for present and future generations. Sustainable development covers almost all areas of life. State Chancellery (2020) In other words, the state is sustainable if people's living standards improve, we have a safe and clean-living environment, and natural resources are used wisely to increase the competitiveness of the economy. (Ministry of the Environment, 2020)

Supporting sustainable development at the level of companies and organizations can go hand in hand with development of intrapreneurial spirit in the organizations. In today's dynamic business environment featured with rapid changes in the global marketplace, the ability of organizations to continuously innovate, allows them to create, but also to maintain their competitive advantage. The introduction of intrapreneurial culture in companies is an imperative for their survival, growth, and sustainable development in these modern uncertain conditions of the national and global economy accompanied with strong competitive battle for market share. The intrapreneurial policies ensure the implementation of innovative ideas by creating new products, services, processes or redesigning the existing, according to the customer' needs.

Sectoral settings in Estonia

Different sectors have different priorities in Estonia regarding sustainable development. For example, Estonia has had quite natural-resource intensive energy sector, where oilshale is used for energy production. Currently it has been decided that oilshale-based energy production will be gradually phased out in order to relay more on renewables. There are significant plans of supporting development of wind energy. Already now solar-panel based electricity production has been increasing significantly during recent years. However, interesting entrepreneurial and intrapreneurial solutions are needed to combine renewable electricity production with consumption needs in Estonia. Estonia has the highest electricity consumption during cold winter-months, when solar energy production is very low and also wind is usually not blowing. This means that in order to cover the electricity used during consumption peaks in winter, we need to have a large amount of power-generation capacity, which is manageable. Renewable energy production is mostly non-manageable, so it cannot be the only source of energy. Managed electricity production should also not rely on sources of energy, which can be used as a bargaining chip in geopolitical context (e.g. gas).

Sustainability is also important in many other sectors in Estonia. Long-term development of the field of environment is governed by the goal “ecological balance” consisting of the following parts:

- ⑩ use of natural resources in the manner and volume ensuring ecological balance
- ⑩ minimising pollution
- ⑩ conservation of biodiversity and natural areas.

Activities and timetables for the achievement of environmental goals are set out in the Estonian Environmental Strategy and sectoral (e.g. waste, forest) development plans. Through the instruments of environmental management, environmental topics are integrated into other policies on a daily basis and environmental education gives additional knowledge to people, regardless of their age, thus enabling to develop environmentally-friendly behavioural and consumer patterns in the future.

Estonian Strategy for 2020 brings together the activities from different fields, taking into consideration economic competitiveness. In the nearest future, focus is set on productivity and employment and specific activities shall be determined in the development plans of different ministries.

Forestry sector in Estonia has been well-developed and it is a significant provider of jobs and opportunities, particularly in countryside of the country. It is an increasing challenge to combine

the environmental and economic sustainability of forestry sector, as drivers of sustainability in these 2 areas can sometimes be completely different. Completely stopping environmental damage would also mean that forestry industry must cut the current amounts of logging significantly. This in turn, would mean that less people would have possibilities to work in the countryside and also there would be less exports of high-value products (e.g. prefabricated log-houses), which provide input to economic sustainability of Estonia. Exports of wood products is a significant driver of economy, as Estonia is the largest producer of prefabricated houses in Europe. Further limitations of importing raw materials from Russia, Belarus and other countries could mean that there is not enough raw material to create high value added products, which are based on efficient and smart use of natural raw materials.

Services sector is less impacted by traditional aspects of environmental sustainability, however considerations related to social sustainability are important for this sector. Providing its employees with a respectable salary is important in terms of increasing employees' motivation and attracting best talent in the current situation of lack of skilled workforce. An increasing number of Estonian companies are turning to foreign workforce as a tool to increase their competitiveness on international markets, as rapidly raising costs of workforce are reducing the possibilities of competing successfully in international markets for many companies in services sector. Lack of adequate workforce, could be a driver for increased automation and more efficient use of employees' time. Intrapreneurial activities to increase efficiency could be very helpful in terms of increasing productivity.

[Best strategies to achieve sustainability boosting intrapreneurship](#)

[The Green Tiger Strategy](#)

As highlighted in IO1, The Green Tiger is a cooperation platform that aims to raise environmental awareness developing a balanced economy. To this end, the economy is reorganized in such a way as to reduce the use of non-renewable resources, redirect more resources to reuse and try to restore natural resources as much as possible. Everything without prejudice to the economic growth.

Today, the Green Tiger is running a pilot program with 15 organizations participating. Large companies such as Tere, Alexela, Coop, Elisa Eesti AS, the Police and Border Guard Board, Ülemiste City, Bolt and Eesti Rahvusringhääling are some examples of companies in whose organizations the Green Tiger helps to make a green turn. To his end, very important is the Green Tiger Academy. A ten-month pilot program with the purpose to understand the possibility of operating in a more environmentally friendly way, to deepen their understanding of change management and

to find the main environmental impacts of their activities. Each organization defines the most important environmental goals and selects one environmental act to reduce its environmental impact and starts to implement it.

"Future Orienters' Think Tank" aims to create a nature-friendly, future-based and realistically feasible economic vision for Estonia by 2035. During these events, which are held every two years, influential business leaders and company representatives gather with the aim of finding strategies and solutions suitable for as many people as possible, which, by implementing them together, will accelerate Estonia's transformation into an environmentally restoring country. A regenerative and balanced economy is based on a circular economy, energy neutrality, the avoidance of the use of non-renewable resources and the freedom of waste.

The O-I Estonia Strategy

O-I Estonia AS (O-I) has been part of the world's largest glass packaging group Owens-Illinois Glass Inc., with a history of more than 140 years, since 1995, headquartered in Perrysburg, Ohio, USA.

The goals of O-I are:

- Finding ever more sustainable ways to produce glass.
- Reduce greenhouse gas emissions by 25% by 2030.
- Increase the share of recyclable glass in raw materials by 50% by 2025.
- By 2025, it is desired that at least 75% of the areas where O-I factories are located will use glass packaging collection containers.

In order to achieve these goals, employee initiative and intrapreneurship are supported by the following activities:

1. The "Your Voice Counts" poll. An indicator that shows that employees are interested in what is happening in the company.
2. Workshops to identify opportunities, ideas and suggestions for improvement. Thus, the employee has the chance to discuss his ideas about development of new processes and systems and to make suggestions for improvements in their field.
3. Team events and developmental interviews contribute to building a sense of cohesion and trust and help managers to noticing employees' attitudes, behaviour and mindset, that develop intrapreneurship.
4. The Yammer Yammer, an O-I corporate communication network that allows company employees to share their experiences and achievements with other O-I associates.
5. An Open Day to raise awareness of the importance of recycling in the community.

Indicators for a sustainable business

Many industry and cooperation platforms are also working on a project of indicators, which will lead companies to have an annual climate report in addition to their annual income statement, in which companies will report on their environmental performance.

As an example, in the spring of 2020, the idea of the Green Tiger environmental impact measure participated in the Accelerate Estonia national development program, which sought solutions to complex societal challenges. Within three months, the principles and calculation logic of the new environmental impact measure were developed together with scientists and experts. The broader aim of creating an environmental measure is to make the economic environment of the European Union and Estonia more responsible, so that products and services with a high environmental impact are also more expensive. In the future, environmental friendliness would automatically mean wallet-friendliness. The incubation proved that collecting comprehensive information on environmental impact is attractive for both companies and financial institutions.

An indicator is a measurement that shows the status of an environmental, economic, or social system over time (Redefining Progress, Sustainable Seattle, and Tyler Norris Associates, 1997). The goals of indicators are: to monitor and evaluate effectiveness and performance of goals and targets of sustainable business (Bennett & James, 1999; Parris & Kates, 2003); to communicate to diverse stakeholders. Indicators can help stakeholders, including the public, decision makers, and managers, to assist in decision-making about sustainable business (Kuhndt & Geibler, 2002); and to compare actions and performance of firms that may or may not be implementing sustainable business (Kuhndt & Geibler, 2002).

Indicators for sustainable business practices can be expressed in many different forms (e.g., qualitative or quantitative, general or specific, and absolute or relative), in accordance with objectives and applications of an indicator.

Considerations

As a result of this analysis, we have enlisted some tips on how to assess if a business is sustainable:

1. Connect with the need.

If a business as a whole wants to commit to becoming sustainable, the first step is a personal connection to the need to take care of the planet.

2. Repair social trust.

Ever since the global financial crisis, trust in business has deteriorated. Business leaders need to work on regaining the trust of society, their consumers, employees, and the communities they are present in, and repair their license to operate. Partnering with governments, customers, workers, and civil society, and contributing positively to the community, and then openly communicating their sustainable interactions with society, will go a long way in rebuilding societal trust in the business.

3. Make sustainability a core principle.

Sustainable businesses genuinely believe that climate change, unethical resource consumption, and pollution are high on the list of concerns, and that they can contribute to the solution. If sustainability is to become central to how a business operates, the leadership team needs to educate themselves on what sustainability really means, and why it is so important. Reading articles about the topic, attending sustainable-focused conferences, and joining industry coalitions that are focused on bringing the Global Goals into fruition are a good start.

4. Do research.

True leaders know that sustainability endeavours are complex and will require more from them. To understand the impact of the business, business leaders can carry out deep-dives. These investigations can help them uncover the state of the community, the environmental and human impact across their entire supply chain, and the materials life cycle.

5. Innovate.

Applying a sustainability lens to every aspect of the business means there may be a need to change business strategies. Innovations will arise out of the need to adjust the business towards greater sustainability. These include:

Empowering board members and business leaders to focus on sustainability and drive execution

Strategically planning and developing products or services that produce sustainable outcomes

Marketing products and services that evoke sustainable choices from consumers

Using the Global Goals to inform leadership development strategies

6. Incorporate diverse leadership.

Sustainable businesses look to the Global Goals as their road map to greater sustainability. These are not only focused on the environment, but include greater equality, fair wages, and investing in diversity.

7. Set a long-term, holistic vision.

Understand that sustainability is more than a token response to keep consumers happy. Sustainable businesses set targets that are well-researched and achievable

8. Be accountable and constantly improve.

Many inspiring sustainable businesses are exceedingly transparent, with in-depth information available on their websites about where they source their products, how they manufacture, their labour practices, how sustainable their materials are, and areas they are working on to improve. Being transparent makes businesses more accountable and removes complacency. Being accountable ensures businesses are constantly striving to find new ways to decrease their footprint further and fosters more credibility with consumers.

Greece

Preface

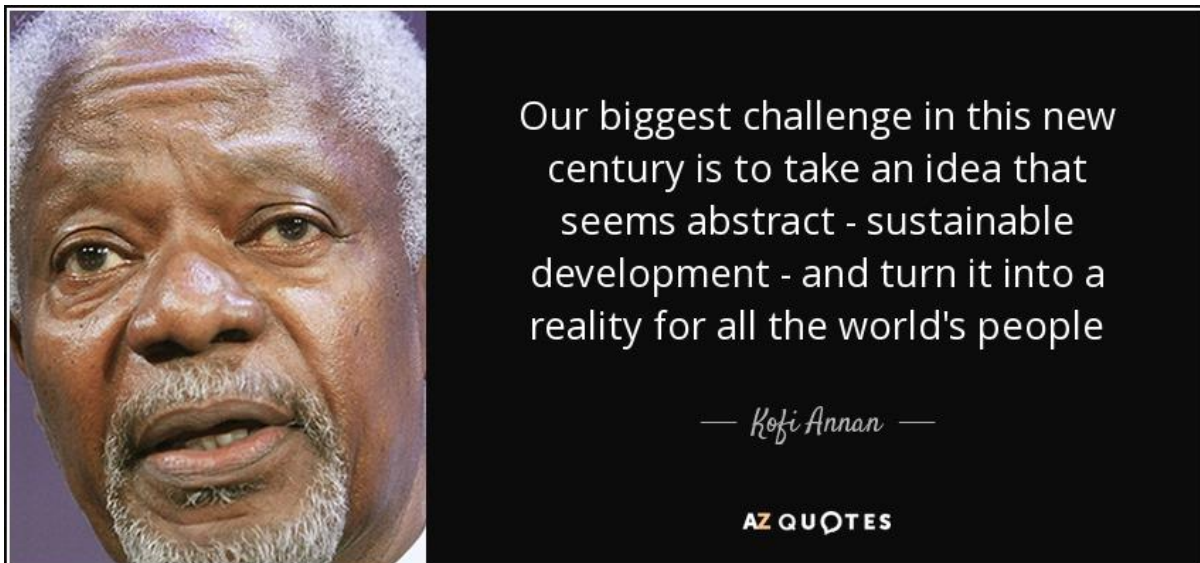
According to the overall planning of SINTRA Project deliverables, each project partner contributes to a Handbook considered to be useful for assessing the sustainability of organisations and enterprises' initiatives aiming at developing a more sustainable and socially responsible environment. The structure is the following:

Chapter 1 presents an Overview of Sustainable Development policies in Greece, their evolution over time and recent data on the country's performance.

In **Chapter 2**, the Report summarises survey results on the role of intrapreneurship in developing sustainable development-oriented mindsets within companies. We also present and discuss a number of sustainable development related initiatives.

In **Chapter 3** we elaborate further on a number of selected companies' Good Practices, with focus on their use of specific indicators for evaluating their initiatives' impact. The Report also discusses "Barriers and Challenges" faced by Greek companies in promoting incorporation of sustainable development goals.

Concluding Remarks and a number of **Recommendations** are presented as the last section of the Report, which is accompanied by a list of **Sources** used and a **Summary**.



Summary

Chapter 1 of the present Report offers an Overview of Sustainable Development policies in Greece, their evolution over time and recent data on the country's performance. It is argued that Greece is strongly committed to the implementation of the 2030 Agenda for Sustainable Development and its SDGs. According to OECD recent assessment, the country seems to be “moderately improving”.

In **Chapter 2**, the Report discusses a number of survey results on the role of intrapreneurship in developing sustainable development-oriented mindsets within companies and also present and discuss a number of sustainable development related initiatives.

Chapter 3 we elaborate further on a number of selected companies' Good Practices, with focus on their use of specific indicators for evaluating their initiatives' impact.

Concluding Remarks and a number of tentative **Recommendations** are presented as the last section of the Greek chapter. For the latter, it is, in general terms, suggested that those that may tentatively be put forward, should relate to: **Awareness raising – Feasibility assessment Enablement – Institutional and financial facilitation of Implementation – Setting up of an effective Monitoring and Impact Evaluation Framework**, including appropriate indicators allowing comparability among SD related initiatives and allowing identification of “best practices”.

Sustainable Development in Greece – An Overview.

As indicated in the National Report for Greece prepared in the context of SINTRA project (IO1 “Sustainability through Intrapreneurship – National Study and Good Practices' Identification” – November 2020), 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, in order to define the county'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, 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.

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.

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. 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.

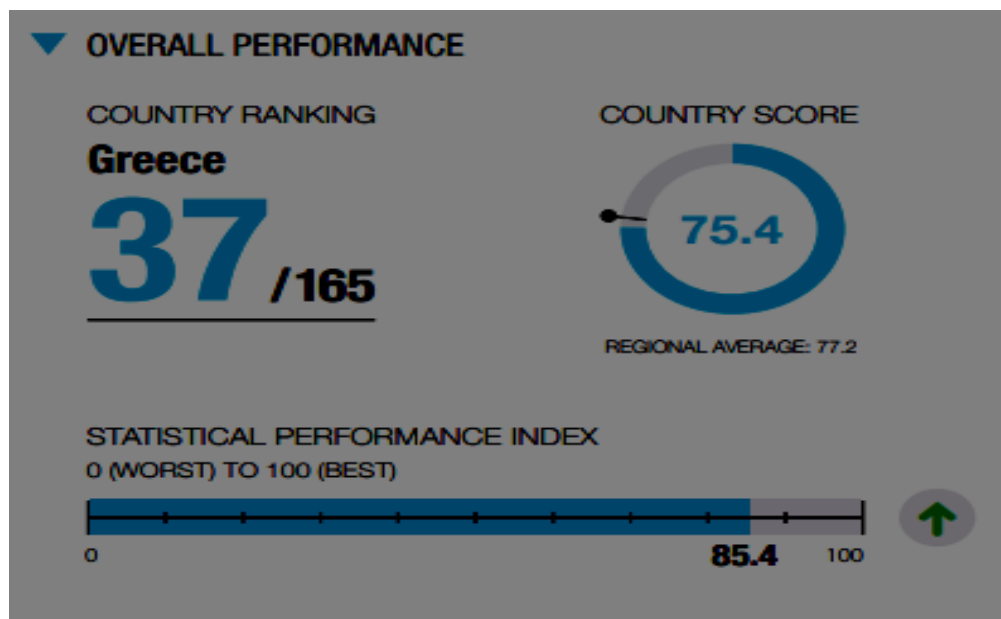
In 2015, the adoption of the SDGs brought a new vision to the country's development perspectives that has gone through a profound economic crisis. The implementation of the 2030 Agenda for Sustainable Development and the 17 SDGs provide an ambitious and transformative framework for a new, fair and sustainable 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**, subsequently updated in May 2019 (as the *"National Strategy for Sustainable and Fair Growth 2030"*, fully aligned with the 2030 Agenda for Sustainable Development objectives).

Progress achieved in recent years has been assessed and discussed, together with comparative performance indicators for all OECD countries, in the Organisation's ***"Sustainable Development Report, 2021"***. Results of this OECD comparative assessment are summarised on the Graphs below. Indicators estimated suggest the following:

- On **most Sustainable Development Goals** (i.e.: SDGs 3, 4, 5, 7, 9, 10,11, 13, 15 and 16) the country seems to be ***"moderately improving"***.
- On **three SDGs** (i.e.: 1: "No poverty", 6: "Clean water and sanitation" and 8: "Decent work and Economic Growth") Greece is assessed as being ***"on track or maintains past SDG achievements"***.
- Of the total number of 17 SDGs, for **2** of them (i.e.: 2: "Zero Hunger" – including promotion of sustainable agriculture, and 14: "Life below water"), performance is assessed as ***"stagnating"***.

OECD – Sustainable Development Report – 2021



Country Profile: Greece



Sustainable Development related initiatives in Greek companies – Survey results and the role of intrapreneurship

The SINTRA Report “Sustainability through Intrapreneurship – Good Practices and Gap Analysis in Greece – National Report, March 2021), presented the findings of surveys conducted among employees and employers of an enterprises’ sample. When employees were asked whether they consider their employer organization to be a “sustainability oriented” one, only one-third of these employees felt able to provide a clear positive or negative answer, with the remaining 65% answering “not sure”! They also indicated that “Initiators” for sustainability initiatives and practices, should be the Employers, together with their Employees - an indirect but nevertheless quite clear hint for the importance of intrapreneurship being, not only relevant for business development, but also for the need to be supported and promoted by the companies’ owners and managers. However, only 1 in 5 indicated that “...intrapreneurially minded staff is itself involved in sustainability related initiatives and practices”! Employees also considered that the two most important factors motivating enterprises towards sustainability related initiatives and practices are: “Impact on production costs” and “Potential impact on local / regional labour force’s development”.

Within any given enterprise, specific “setting” may contribute to the creation of conditions facilitating and encouraging sustainability related mindsets development. Within such settings, employees’ characteristics and their skills and competence, are expected to strongly influence the organisation’s sustainability orientation and initiatives. For most types of settings, respondents indicated that their expected influence will be “strong”, with those with the “strongest” expected influence being associated with:

- Organisation’s open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas
- Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most expertise and knowledge.



All activities organised and implemented within existing “settings”, are, in general, perceived as “important”. At the top of this “ranking” are the following:

- Understanding the organisational context and its potential for sustainability-oriented development
- Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas
- Assessing one’s own potential to innovate and add “sustainability value”

It was however also argued that staff’s skills and competences required for organising and carrying out those important activities, is, in general, “inadequate” and, very probably because of this inadequacy, such activities are rarely only practised!

A 2nd Survey was conducted for the sample of “employers / managers”. The two surveyed groups’ responses are quite similar on other related questions, implying agreement on who should be the initiator of sustainability related practices and processes, although they both recognise that intrapreneurially minded staff’s involvement in such practices is, at best, uncertain!

Employers and Managers believe that employees’ specific characteristics may affect the sustainability orientation and initiatives of their organisation. Survey’s findings suggest that, while, all characteristics are quite “strong”, such “strength” is perceived to be lower than what employees themselves seem to think!

The SINTRA surveys’ results and further investigation conducted for a number of selected “good practices” (also presented in the Report mentioned earlier), allow some, at least tentative, concluding remarks on the potentials that intrapreneurship in Greek enterprises and organisations may have on “sustainable development”, in its various forms:

- 1) The level of intrapreneurship development in Greek enterprises and Organisations, is still, at best, considered rather low! This may, at least partly, be attributed to various cultural and structural characteristics of the country’s economy as a whole (e.g. small firms’ size, strong family businesses’ presence, rigid hierarchies, employees’ traditional hesitation to take initiatives, employers’ resistance to decision-making delegation etc.).
- 2) In the specific case of enterprises/organisations’ orientation to sustainable development related initiatives and practices, employees do not seem to be adequately informed of their employers’ strategies. They admit that they are rarely involved in sustainability related initiatives and activities. The employers’ survey, revealed that, even among them, sustainability focus (or the lack of it) is not entirely clear!

- 3) There is unanimous recognition that employers and employees should jointly promote sustainability related initiatives, with the latter's group increasing their presently rather low involvement.
- 4) Both surveyed groups consider that the main motives for enterprises and organisations strengthening their sustainability orientation and associated practices are the expected impact on production costs and on the "local labour markets", implying expected upgrading of labour force's skills and productivity. Good practices analyses confirmed that successes are usually related to projects aiming at energy saving, exploitation of renewable energy sources and recycling of main production by-products or resulting waste.
- 5) Although staff's skills and competencies are considered to be of crucial importance for achieving "sustainability goals", intrapreneurially minded staff's existing potential is considered, by both employees and employers, to be rather low and inadequate!
- 6) Skills and competences that could potentially impact the strongest on enterprises' sustainability orientation, are: "Initiative", "dynamic thinking", "motivation", a "can-do" mentality", "Knowledge about corporate culture and management structure" and "Sharing information, instructing others and influencing people".
- 7) Besides necessary skills and competences enrichment, internal "settings", such as: "Enterprises' Open culture" and "Decentralisation of decision-making" are also of great importance. Such "settings" should be reflected in enterprises regularly organising specific types of activities, in which both employers and employees will be involved.
- 8) Existing staff's skills for organising and carrying out such activities, are, however, considered to be presently "inadequate" and, very probably because of this inadequacy, activities are rarely only practised.
- 9) The majority of employees and employers/managers surveyed indicated a clearly positive view for a SINTRA training course aiming at upgrading their sustainability mindsets and their potential for contribution to enterprises' sustainability orientation and practices.
- 10) A SINTRA "training course" to be designed and implemented in partner countries and beyond, should consider views expressed by surveyed employees and employers and incorporate innovative elements such as:
 - 1) More intensive and better organised sharing of ideas and discussions among intrapreneurially minded employees,

- 2) Evaluation of direct and indirect benefits resulting from “social sustainability” initiatives and justifying cost and effort devoted,
- 3) Effective internal information dissemination through appropriate communication channels (Top-down and Bottom-up flows),
- 4) Continuous interaction with regional stakeholders.

Selected Good Practices – Evidence on Performance – The use of Indicators

Among the Good Practices identified and presented, in some detail, in previous Report (see section 1 of this Report), four were selected for incorporation in this Report (see following table). The sole criterion used was the availability of comparative information on: (a) the width of the declared enterprise's sustainable development related objectives (i.e.: Social sustainability, Environment, Workplace, Marketplace) and (b) achievements, directly or indirectly related to initiatives undertaken.

Good Practice	Focus of SD related initiative(s)	Difficulties encountered	Evidence of success	Assessment of transferability potentials	Comments
Creta Maris Beach Resort	Environment Society Workplace	N.R.	Creta Maris Beach Resort energy consumption is considered very good to excellent, as with its large public areas, it showed 0,50 liters 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	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.	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.

			<p>the 30.9% for Greek products.</p> <p>During 2016, the Injury Rate was 0,01%, the Absentee Rate & Lost Day Rate was 1,03% and The Occupational Disease Rate was 0%.</p> <p>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.</p>		
Avra Hotels Collection	Environment Society Workplace	N.R.	<p>Avra Hotels Collection, provides measurable results regarding its CSR actions. More specific During the 2017 summer season, the total production of glass, metal, paper, plastic and cooked oil was reduced by 16.9% (2.967 Kg).</p> <p>During the 2017 summer season the total consumptions of chemical products was 0.07 kg. per guest night.</p> <p>Environmental awards (Blue Flag, Green key, ISO 14001) "Greek Breakfast" award by offering Greek specialties within the breakfast.</p> <p>The 302 of the 314 employees of the company in 2017, have Cretan origin or live permanently in Crete.</p> <p>The 95% of hotels' suppliers are locals</p>	<p>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.</p>	

			and they keep the same cooperation's each year.		
Kouvidis Industry	Environment Society Workplace Marketplace	Difficulty is to incorporate corporate social responsibility practices into the core of the company's operations. High cost required for some actions that will not have a direct effect on the performance. Implementation of CSR practices requires specialised and well trained human resources	Through the CSR actions the company has achieved: 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) To receive the Best Workplaces award as one of the best-performing companies in the best workplace in Greece for 2017.	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.	
Chalkiadakis S.A	Environment Society Workplace Marketplace	N.R.	Through the CSR actions the company has achieved to: 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).	There is the possibility to transfer and disseminate the CSR practices of the company that are listed in detail on its website.	

Comments on the information presented on the Table aim at answering questions referring to companies' **use of specific indicators** (quantitative or other) for assessing effectiveness of their sustainable development related initiatives, are as follows:

- Although companies are ready to provide “evidence of success” of their sustainable development related initiatives, this is unavoidably related to the specific objective(s) of such objectives.
- Whenever “success” may be objectively measured, respective “indicators” may be effectively used in both internal monitoring and evaluation procedures.
- On the contrary, for cases of non-quantifiable evolution of situations, as, for example, for initiatives aiming at social or even work conditions sustainability, subjectiveness reduces the value of indicators, especially their comparability among companies' initiatives and overtime.
- There is an apparent lack of a **General Framework for companies Sustainable Development Monitoring and Evaluation Indicators** that companies should apply and periodically report on.

Further to the above comments we also summarise here survey results concerning **Problems and Challenges** faced by Greek enterprises (and organisations, in general). These, were analysed, in more details, in the March 2021 SINTRA National Report mentioned earlier. For such issues it is particularly interesting to consider the findings of a study commissioned by the Association of Greek Enterprises (SEV) surveying 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:

- **Awareness of Greek companies concerning Sustainable Development Goals.** SDGs identified as the most important 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». For half of them (nos 9, 4 and 13) the OECD 2021 assessment suggests that the overall situation in the country is “moderately improving.”
- **Large companies are more prepared.** Large companies are better prepared, as indicated by the large percentage of large enterprises. (62% of those surveyed) that have reached higher levels of SDG's integration in their strategies and practices.

- **Senior executives have a high level of knowledge of sustainable development issues related SDGs.** The situation is different for middle management executives, where the respective level of awareness of sustainable development issues related to the Goals is rather limited (35%). 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.
- **Large companies are more willing to proceed to the next level of Sustainable Development Goals integration.** The limited implementation and, in some cases, the lack of regulatory framework and incentives are perceived as the main barriers for the majority of companies.

Concluding Remarks and Recommendations

The information and comments presented in this Report lead to a number of **Concluding Remarks**:

- Greece is strongly committed to the implementation of the 2030 Agenda for Sustainable Development and its SDGs 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.
- Progress achieved has recently been examined by OECD and the overall assessment has been that, on many SDGs regarded as “priorities”, the country seems to be “moderately improving”. At the enterprises' level however, survey conducted as part of NESET project's planned outputs, suggests that two thirds of surveyed employees are not adequately aware of their employers' sustainable development strategies. They indicated however that any such initiative, should be initiated and further developed jointly by the enterprises' Management in collaboration with intrapreneurially minded staff.
- Furthermore, examination of selected enterprises' “Good Practices” showed that, although companies are ready to provide “evidence of success” of their initiatives, this is not always done in a consistent manner. Whenever “success” may be objectively measured, respective “indicators” are effectively used in both internal monitoring and evaluation procedures. On the contrary, for cases of non-quantifiable evolution of situations (such as initiatives aiming at “social development”, unavoidable subjectiveness reduces the indicators' value. In general, it may be argued that there is an apparent lack of a “General Framework for companies Sustainable Development ‘ Monitoring and Evaluation Indicators” that companies should apply and periodically report on.

- Other analyses of SD related issues have shown that large companies' management seem to be more aware and better prepared to embark of the design and implementation of SD related initiatives. The situation among middle management executives is, however, rather limited. 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, systematically aiming at upgrading sustainable development mindsets and necessary skills.

Recommendations that may tentatively be put forward, relate to successive phases of a typical Decision-making cycle. In general terms, these should relate to:

- **Awareness raising.**
- **Intrapreneurship enablement** (e.g. information dissemination, internal consultation, internal organisational arrangements, incentives, benefits sharing).
- **Initiatives' Feasibility consideration.**
- **Institutional and financial facilitation of Implementation.**
- **Setting up of an effective Monitoring and Impact Evaluation Framework**, including appropriate indicators allowing comparability among SD related initiatives and allowing identification of "best practices".

Iceland

What is sustainable development in the context of intrapreneurship?

Sustainability is a growing driver for changes and innovation in organisations. To operate an organisation with rising expectations of billions of people, providing energy, food and resource security, dealing with climate change, ecosystem degradation, a widening economic divide, and a host of other interdependent issues will require a massive change in products, services, processes, marketing approaches and the underlying business models which frame them.

An intrapreneur is a person that develops innovative ideas and projects within a company or organisation. Intrapreneurs work closely with other people and have access to a firm's resources and capabilities to develop their work.

"Sustainable innovation is a process where sustainability, ecological, economic, and social considerations are integrated into company systems from idea generation to research and development to commercialisation, resulting in societally desirable outcomes that enhance economic growth".

"Sustainable development is one of the most difficult challenges that humanity has ever faced. Attaining sustainability requires addressing many fundamental issues at local, regional, and global levels, and achieving the goals and objectives of sustainability presents a great challenge for all segments of society. A core principle of sustainable development is to improve human well-being and to sustain these improvements over time, but the consequences of climate change and the growing demand for energy and resources are making this objective more challenging." (Gavrilescu, M., 2011).

Sustainability can offer an exciting way to scope out product innovations that use fewer resources or meet specific social needs. Redesigning products and services around sustainability can drastically increase profits or reduce costs. The emphasis on sustainability can also reveal opportunities for process innovations. It is not uncommon for companies to complain that different units do not collaborate well. The cross-functional nature of sustainability brings other divisions together for a joint motivation. The result can be innovation and new ideas.

Innovative behaviour is strongly linked to sustainable development because innovative behaviours are necessary to meet sustainable project goals and enhance workers growth and enrichment. Moreover, innovation and, therefore, intrapreneurship is essential for organisations to face challenges related to the UN Sustainable Development Goals and promote humane and productive organisations.

Indicators for a sustainable business in Iceland

Sustainability orientated business models consider the potential to create ecological and social value in addition to the economic value. Ecological value can, for example, be created through reduced use of natural resources in manufacturing and other processes in the value chain. Social value can be created by providing services for neglected social groups.

If companies use business models that contribute to ecological and social value, they are more likely to create competitive advantage while contributing to the sustainable development of markets and society.

Bigger companies and organisations are really taking the sustainability concept and the responsibility more seriously and numerous examples can be identified. In the private sector there are companies that have specialised in services for strategic changes and software solutions that manage and monitor sustainability goals and actions.

The companies in Iceland that have a real focus on sustainability use international and national recognised indicators for assessing the sustainability development within their organisation.

Majority of Icelandic companies that are sustainable businesses are partners in FESTA – Center for sustainability. Festa is a non-profit organisation, a catalyst for change and a bridge builder between and within the public and private sector and focuses on sustainable development through the SDGs, climate change and corporate social responsibility in its broad sense.

Festa organises 40-60 events a year with a varied group of partners, gives five awards annually for leadership roles in sustainable development, offers the www.climatepulse.is for free to encourage SMEs to measure and reduce their carbon footprint, etc.

13. Festa has been a participant in UN Global Compact since 2012.
14. Festa is a member of CSR Europe, the leading European business network for Corporate Sustainability and Responsibility.
15. Festa is one of the founders and managing partners in the Nordic Circular Hotspot.

There are over 150 associated members within Festa there off Iceland's biggest to smallest companies, public organisations, universities, the City of Reykjavík and a few other municipalities. Companies and municipalities in Iceland that take sustainable development seriously, use metrics and software to monitor progress for sustainability projects.

Good practices among organizations

Several good practices have been identified by Iceland for the SINTRA project. Companies and organisations from all sectors have been implementing sustainability strategies using intrapreneurial focus, such as The Municipality of Kópavogur, using citizens participatory processes to implement and monitor the Sustainable Development Goals. Snæfellsnes regional park involves the region's municipalities and stakeholders to connect their strategy to the SDG through management and actions to be taken to meet long-term goals. Sustainability is the heart of every action taken within the regional park. The Bank Íslandsbanki is implementing Sustainable Development goals involving the staff. Two of the good practices identified and mentioned above are used as cases for the assessment of sustainability; those are Kópavogur municipality and The bank Íslandsbanki.

Kópavogur municipality

Kópavogur selects their primary goals by taking the priority objectives of the Icelandic government into account, considering the position of the United Cities and local governments organisation on the SDG targets that fall within the scope of municipalities and finally, the projects that Kópavogur municipality has committed to, the implementation of the UN Convention on the Rights of the Child. The municipality has prioritised 15 SDGs and 36 targets to work on.

The SDGs indicator framework for Kópavogur is partly based on the OECD localised indicator framework for regions and cities. Kópavogur was one of the pilots in the OECD's Programme a Territorial Approach to the SDGs and has worked closely with the organisation. It also considers the UN's indicator framework for the SDGs. Here you can access more information about the SDG index of Kópavogur. Here you can access information about the methodology of the Kópavogur SDGs Index.

Innovative work with staff and inhabitants

The town mayor brought up the idea of working towards the UN World Goals, and then it was introduced in each institution. Then the employees started bringing forward ideas on how to connect and make the institutions and companies more sustainable and work towards the UN World Goals. They found out that it's necessary to find something that touches people in their lives. The UN World Goals are getting more and more important in peoples' minds, and they realised that there are plenty of opportunities to activate the inhabitants with intrapreneurship. They can participate and "own" the operations. There is an open consultation portal for the inhabitants to bring forward ideas, and also there are currently open discussions in schools and other institutions. The people are activated in workshops forum for ideas and small meetings where the heads of the projects must have an innovative vision.

The sustainability-related effects were mostly raised awareness in a visible policy on the UN World Goals that everyone is keen to participate. As a result, there is success in numerous projects, like the town planning and a new school building that has the environment as a red thread through the whole project and many other projects.

The key characteristics for intrapreneurial work is interest, being able to communicate and being able to share projects. Determination and openness to new ways are also significant. The key elements of the organisational settings are the flat hierarchy, life-long learning, motivation and teamwork.

The Bank Íslandsbanki

In February 2021, the bank published its results for 2020. The sustainability results were verified by Klappir Grænar Lausnir (Klappir Green Solutions) based on information from its software, Klappir EnviroMaster.

These results include significant information about environmental issues, social issues, and governance in compliance with the 2019 EFG guidelines from Nasdaq and ground rules from Greenhouse Gas Protocol methodology (Relevance, Accuracy, Completeness, Consistency, Transparency).

Sustainability-oriented intrapreneurship has been widely initiated within the bank by the board, the executive board, and employees. Implementation of ideas is handled by most employees, depending on their division and position.

After the credit crisis in 2008, the employees wanted to gain back trust from society, and sustainability-oriented goals were a part of that. In early 2019 they created a policy, soon to be approved by the board, where the bank wants to be a role model in ESG. Then there were workshops and workgroups where the employees could suggest measures. Most employees in different divisions worked on their ideas of change.

The process can be described as following:

- ⑩ The sustainability team suggests a new policy
- ⑩ The board approves
- ⑩ The employees come together to work in groups and subject-oriented teams and suggest what changes they want to make
- ⑩ Decisions are made on which projects are viable to implement
- ⑩ The employees in different divisions start implementing the changes
- ⑩ The results are measured

Actions taken

There have been a few intrapreneurial projects that led to more sustainability. The two cases focused on in this case study are the following:

Recently the canteen got the Nordic Ecolabel, the "Swan" certificate. The following steps were taken:

- The employees measured their CO2 footprint regarding purchases
- They decided to start buying more bio-friendly products and thus reducing products that are not bio-friendly
- They began measuring and collecting data about food waste etc.
- They started giving food to those in need instead of throwing it away
- They used to have three kitchens, but they decided they only needed one.
- The coffee waste is sold as fertiliser to mushroom farmers, and then the mushrooms are bought from those same farmers.
- The used oil from the kitchen is reused as diesel oil.
- All food products are Icelandic because of their CO2 footprint and the support of Icelandic farmers and food producers.
- Once a week there are only vegetarian courses available in the canteen.
- The suppliers are chosen from sustainability values, and sustainability checklists are used.

The biggest sustainability-oriented project started a few years ago, called Project-Oriented Workspaces. The following steps were taken:

- ⑩ When moving to new headquarters, a decision was made to half the offices
- ⑩ The housing was designed with environmental standards, i.e., the indoor lighting systems, good use of the office space and project-related workspaces.
- ⑩ Less paper is used because of electronic messages.
- ⑩ All new cars were electric, and electric scooters were bought for the staff.
- ⑩ The location of the headquarters was chosen with environmental impact in mind.
- ⑩ This was also a digital road where it was decided to close branches because the bank does not need all the required housing before the digital revolution.

The bank has many more projects where there has been an emphasis on gender equality and lowering the bank's carbon footprint, both with reducing the carbon footprint and mitigating measures.

Results of the Sustainability-oriented Intrapreneurship initiative

Sustainability-oriented intrapreneurship has been initiated firmly within the company. The employees have implemented positivity, courage, equality and initiative into their daily work with

sustainability and the environment in focus. As a result, the canteen has received the Swan certificate, the Nordic Ecolabel. The workspaces have been adapted to several environmental improvements; all new cars bought are electric, the financing is more favourable towards eco-friendly projects, and the bank is carbon neutral.

Best strategies to achieve sustainability

Achieving sustainability can be a complicated endeavour. It is a strategic journey, and here are some good steps to prepare and execute a strategy to achieve sustainability.

- ⑩ Commitment to the sustainable endeavour.
- ⑩ Analyse your company's existing strengths in sustainability actions.
- ⑩ Create a strategy.
- ⑩ Set your goals. Make them realistic and measurable. What to do and when. Who are responsible and who are participating in projects.
- ⑩ Find your indicators and measuring tools.
- ⑩ Use intrapreneurial methods to find solutions to your problems (goals). Involve stakeholders.
- ⑩ Implement changes.
- ⑩ Evaluate the outcome.

Sectoral settings in Iceland

Fisheries

For centuries, Icelandic fishing grounds have been some of the richest and most prolific fishing grounds in the North Atlantic Ocean. These fishing grounds have provided near-inexhaustible resource to the Icelanders. In order to ensure they will continue to do so, great care is taken to ensure responsible fisheries with strong focus on sustainability of fish stocks and care for the marine ecosystem. For more information, visit Fisheries in Iceland.

Renewable Energy

Iceland has extensive resources of hydroelectric power and geothermal energy. It is unique in that it produces nearly all its electricity from emission-free, sustainable natural resources.

Iceland is a world leader in the use of renewable energy. While many cities struggle with soaring energy costs and the burdens of pollution, due to a reliance on limited energy supplies like oil or coal, nearly 90% of homes in Iceland are heated with geothermal water.

Geothermal steam has been used directly for a number of industrial processing applications in Iceland for decades, such as vegetable farming in greenhouses. It has also been developed for electricity generation on a small but growing scale. Natural conditions in Iceland favour the use of hydropower for the generation of electricity.

Portugal

Summary

In this chapter, we present the topics of sustainability for the development of the organisations and refer the potential difficulty in putting into practice the respective actions to achieve this goal.

The first aspect to be taken into account is related to the intrapreneurship approach as one of the ways to operationalise actions where all players have an active role in the process. The second aspect is the characterisation of the indicators that are the basis for monitoring Local Sustainability Systems (LSS). We present a case of good practices where the concern for Sustainability and Ethics was born spontaneously and naturally at HFA, which has matured and gained a solid structure over time. We highlight the 2030 agenda for Sustainable Development by the United Nations as well as ideas and innovation as a starting point for sustainability. Within this framework, some of the critical points that influence sustainability practices are also mentioned, identifying the most relevant aspects inherent to this process.

What is sustainable development in the context of intrapreneurship?

In Portugal, sustainability assumes an increasingly important role in organisations, in any of its aspects - economic, environmental and social. There are many companies and organisations, public, private or NGOs that have been involved in the implementation of sustainable projects at the level of social inclusion, environmental protection and economic development, as can be seen at <https://www.ods.pt/empresas/>. Most public entities are mainly concerned with environmental and social inclusion issues. Private entities are more focused on the economic side, the development of entrepreneurial mentality and social responsibility.

The most focused issues, which form the basis of the development of sustainability in organisations, are the openness postures and the consequent intrapreneurial practices, which influence the change of mentality necessary in this challenge.

According to the study done in SINTRA IO1, there are some topics considered as the most relevant in the process of change of mindset which can contribute not only for the development of the intra-entrepreneurial attitude but also as a consequence of sustainability, which is intended to be implemented, namely:

- **Culture** - constitutes the immaterial dimension, which identifies people and makes them an active element in the search for a specific identity that shapes their (collective) way of thinking.

- **Openness to new ideas / Spirit of initiative** - where people are a fundamental part of innovation. Being curious and irreverent allows them to have a proactive attitude, to propose improvements in daily routines. The freedom to give their opinion develops a critical attitude that should be used for continuous improvement.
- **Knowledge** – is the basis of know-how. Nowadays, know-how is one of the critical factors of organisational development.
- **Sharing** - Greater mutual help and more dedication. These skills can be developed through teamwork and team spirit, communication practices, respect among peers and organisation of working methods.
- **Access to training** - updating knowledge that has an impact on improving practices
- **Willingness to learn** - Seeing, questioning and learning-by-doing, Not liking routines, Challenging new projects.
- **Active participation in the development and growth of the organisation** - with ideas and actions through a Pro-active / Dynamic / critical spirit attitude, as the way to operationalise the continuous improvement process, centred on innovation.
- **Initiative and proactivity** are referred to as the most critical in the process of seeking sustainability. It is these that enable people to play an active role in identifying the dysfunctions that exist in any organisation.

Indicators for a sustainable business in Portugal.

Bae & Smardon (2011) in their analysis of the main indicators used, these mostly focus on internal accounting. According to the objectives and purposes, sustainability indicators can be represented in various ways between qualitative or quantitative, general or specific. Key sustainability indicators are generally quantitative measures (given for example in terms of mass, volume or number of environmental pollutants or physical materials), defined with the aim of managing sustainability control and planning qualitative fields of action in the area of sustainability management.

According to the National AGENDA 21 LOCAL - UM DESAFIO PARA TODOS (a challenge for all) (https://www.dge.mec.pt/sites/default/files/ECidania/Areas_Tematicas/guia_agenda_21_local.pdf) the following are the strategic key points in what sustainability is concerned:

- 1) Sustained Growth, Global Competitiveness and Energy Efficiency;
- 2) Better Environment and Enhancement of Natural Heritage;
- 3) More Equity, Equal Opportunities and Social Cohesion

Within this document, there is a normative reference for the implementation of Local Sustainability Systems (LSS) which aims to:

- 1) To provide users with a set of requirements for the implementation of Local Agenda 21;
- 2) To promote the constitution of harmonised and credible LSS;
- 3) Contribute to the dissemination of the culture of sustainability, both at the level of institutions and at the level of citizens;
- 4) Promote the participation, involvement and accountability of the various social actors and groups, in a complementary and multidisciplinary perspective.

Good practices among business/companies

One of the good examples mentioned in IO2, is HFA. The concern for Sustainability and Ethics was born spontaneously and naturally at HFA, and has matured and gained a solid structure over time. It has not been a question of fashion and they have always thought that small actions make all the difference. The policy of the company's Social Responsibility is fundamentally focused on social, economic and environmental issues, relating to daily situations in the company and on interaction with all interested parties. They have always defended the idea that HFA is accountable and responsible for its impact on society, that they must be transparent in their activities that have an impact on society and the environment, and that they must behave ethically at all times. They consider and respect the interests of Stakeholders, the rule of law and the international standards of behaviour. At HFA, the way in which managers act or engage in activities inherent to Social Responsibility is constant and voluntary. They seek to implement good practices in the organisation, promoting various initiatives in this area, with the aim of raising awareness and promoting good practices among interested parties. HFA strives to meet the needs of employees, promoting training, both internal and externally. As a socially responsible organization they consider the community and the partnerships they maintain in the actions they take.

Of the 17 Development Goals of the UN (20-30), HFA selected the objectives 4, 5, 8, 9, 12, 13, 16, 17 to create actions and dynamize them among its collaborators. They have several ongoing projects, not only in the company but in society in general, which are presented to their employees once a year at an event called Quality Week.

Sustainability and Intrapreneurship orientation

All the people who work in and for HFA have a central role to play: Employees in one way, Suppliers, Customers in another. All of them, by their thoughts and actions, contribute for HFA's success, both

internally and in their business relationships with others. They influence corporate culture directly or indirectly by their ideas, concepts and values that they govern.

The management looks for three aptitudes in their collaborators: Adaptability, which is nothing more than accepting the conditions they have; Concentration on what they are doing and Dedication, commitment, attitude.

Operating participants

Sustainability is one of HFA's strategic vectors. To operationalise this challenge, the management has implemented the "open door policy" where the main challenge is to give employees the freedom to identify and propose the best practices that they consider to have an impact on the performance of their activities / tasks. Employees are given the opportunity to identify and propose the actions they want to implement, not only in relation to the gaps they consider most critical and which they want to solve, but also to think and propose solutions that allow them to operate innovations at the level of processes, activities and tasks.

The fundamental factor in this process is that all employees are entrepreneurs. They have to find the best solution to the identified problem and propose it. This process is no longer led by supervisors - managers - but by intrapreneurs. All employees create and internalise more efficient ways to implement innovative actions.

Seeing, questioning and doing by doing constitute the foundations of the development of change. Another pillar pointed out as structuring the actions is related to the good interpersonal relationship among peers and the proactivity of people who are able to manage changes well and who have an impact on the growth of the HFA and its employees.

Through the management culture of "open door" and the promotion of proactivity, the management encourages people to experiment and thus does not penalise them for it. They have autonomy and, as such, they do not need to ask for authorisation from management to test new ideas / solutions, thus promoting responsibility, greater mutual help and more dedication in these change projects which constituted another stage in the evolution of HFA.

The data provided revealed that this movement towards openness has made it possible to implement a spirit of innovation where everyone wins. They are in a win-win system.

Best strategies to achieve sustainability

A growing number of businesses are promising to take action towards the 2030 Agenda for Sustainable Development set by the United Nations. Sustainability is no longer optional and is increasingly becoming part of the business bottom line.

Understanding what sustainability means for a brand and learning how to create a successful strategy is key in ensuring a business's long-term operations and unlocks investment opportunities that are tied to the UN Sustainable Development Goals (SDGs).

Sustainability is becoming a key part of the overall business strategy with some players now publishing integrated annual reports that combine environmental, social and financial data. Coca-Cola, for instance, released its first combined global "business and sustainability" report in 2018.

According to Euromonitor International's Sustainability Survey 2019, 66% of the industry professionals believe that sustainability initiatives are critical to success. 73% consider that although these initiatives are an important component of the company's value proposition, businesses still need to improve their sustainability strategy.

In: <https://www.euromonitor.com/article/5-key-steps-to-build-a-sustainability-strategy>

Ideas and innovation as a starting point of sustainability

The National AGENDA 21 LOCAL - UM DESAFIO PARA TODOS (a challenge for all) includes the issues debated by ONU for sustainability.

Historically, the concept of sustainability is linked to the struggle for social justice, conservationism, internationalism and other movements of the past. At the end of the 20th century, these ideas culminated in the so-called "Sustainable Development".

Today, it is a key issue for the competitiveness of companies, increasingly important for their short, medium and long-term strategies. Why is it important? Because it is a growing demand from their various stakeholders - customers, investors, regulators and employees - and because it contributes to their operational efficiency, risk management and positive differentiation from competitors, among other stakeholders.

The rapid dilapidation of natural resources, the impacts that human activity has on ecosystems and the biosphere, the high levels of social inequality and poverty that we face, and the lack of corporate management ethics are the enemies of a sustainable development model, capable of ensuring future generations the opportunities and quality of life that current generations (still) enjoy.

In 1983, the United Nations invited former Norwegian Prime Minister Gro Harlem Brundtland to head the new World Commission on Environment and Development. After decades of efforts to improve living standards through industrialisation, many countries were still dealing with extreme poverty and environmental costs were rising. It was increasingly clear that economic development at the expense of ecological health and social equity would not result in lasting prosperity, i.e. the world needed to find a way to harmonise ecology and social cohesion with economic prosperity.

After four years of work, the so-called "Brundtland Commission" released its final report, "Our Common Future", which warned of the negative environmental consequences of economic development and globalisation and offered solutions to the problems arising from industrialisation and population growth.

Although the concept of sustainable development is currently evolving towards that of regenerative development, it was in this report that the definition of sustainable development that is still valid today emerged.

In: <https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf>

Common mistakes

There are a few common mistakes still not easy to vanish in many of the SMEs, such as:

- The likeness of the managers willing to control everything, without delegating
- Confusing Environmental and Project Sustainability.
- Not Going Deep Enough.
- Only Focusing on One Area.
- Not Incorporating Sustainability Issues throughout the Entire Proposal.
- Thinking About "It" Too Late.

Sectoral settings in Portugal

Talking about Sustainability today is as inevitable as it is indispensable: we are more aware of the impact of human actions on the globe in its different dimensions and interdependencies; we have a political framework, at global level, that integrates these issues (which Agenda 2030 has made clear), and we have more capacity to act on the causes that cause inequalities and "unsustainability".

When addressing the issue of sustainability, it is important to consider a triad of dimensions -economic, social and environmental-, between which a balance is indispensable. One of the problems of lack of sustainability arises precisely when imbalances occur. In the case of Civil Society Organizations (CSO), economic sustainability refers to a balanced and solid financial situation that enables the maintenance of long-term projects and is directly linked to the strategic planning, management, adaptability and future vision of organisations.

Considerations

The concern to maintain the growth/development of society towards sustainability requires a more comprehensive approach where the problems are centred on a triple approach based on three pillars of sustainable development - economic growth, environmental protection and social equality. If we are still at a stage where it is necessary to raise awareness and change mentality about the challenges we have to face, we are beginning to see increasing pressure from our various stakeholders - customers, investors, regulators and employees - who influence the way

we analyse operational efficiency, risk management and positive differentiation in relation to competitors, among other stakeholders.

Motivated by growing concerns about corporate sustainability and considering the current public pressures for a better behaviour is one of the main concerns in Portugal. As a European southwestern country, one of the least developed countries in the Eurozone and a small country of the Organization for Economic Co-operation and Development (OECD) this is the main concern to the policy makers to achieve a sustainable growth and development.

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