

# CATALYST PROSPECTUS

A CATALYST PUBLICATION



Leading sustainable systems and business transformation

*First Edition  
June 30, 2024*

PERSPECTIVES

RESOURCES

OPPORTUNITIES

SHOWCASE

PARTNERSHIPS

EXCELLENCE

COMMUNITY

TRANSFORMATION

UPDATES

SOCIETY



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# LETTER FROM OUR EDITOR

Welcome to the inaugural issue of The CATALYST Prospectus, Leading Sustainable Systems and Business Transformation!

It is with great pleasure that we announce the launch of a magazine for change-makers, both in the workplace and in their own lives. Our goal is to create a magazine that will help you transform by providing you with helpful information, a space to share your best practices, inspiration, and guidance.

This magazine is a proud initiative of the European CATALYST Centre of Vocational Excellence (CoVE), envisioned as a central hub and catalyst for sustainable business transformation in Europe. Serving as the foundation for a collaborative business community, our goal is to inspire and enable businesses to operate sustainably. New Vocational Education and Training (VET) skills are key to success in achieving the vision of European economies and societies becoming more sustainable, resilient, and prepared for the challenges and opportunities of green and digital transitions. The CATALYST project, co-funded by the Erasmus+ Program, is designed with a strong vision and motivation to contribute to the realization of the European Green Deal and the new Industrial and SME Strategies.

Transformation is more than a buzzword; it is a necessity in today's fast-paced, ever-evolving world. The ability to successfully adapt to changing market demands, incorporate sustainable practices, or cultivate a culture of continuous improvement is directly tied to an organisation's or an individual's readiness to transform.

In this first issue, we delve into the heart of what it means to be ready for transformation. A mentality and culture that welcomes change and innovation are more important than merely adopting new technology or executing green practices when it comes to transforming systems and businesses to be more sustainable.

Success stories from businesses and individuals who have made it through their transitions are showcased in this issue's articles, case studies, and interviews. We hope these stories inspire you and provide practical insights that you can apply in your own lives and organisations.

The path toward sustainability is walked better in companionship. We invite you to share your experiences, challenges, and successes. Together, we can create a sustainable future, one transformation at a time.

The Catalyst Prospectus is not just a magazine; it's a community of practitioners committed to making a difference.

**Warm Regards**

*The CATALYST team*

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## CATALYST PROSPECTUS MAGAZINE

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# Perspectives

Insights into ideas that are essential  
for Leading Business Sustainability  
and VET Excellence Centres  
Vocational Training

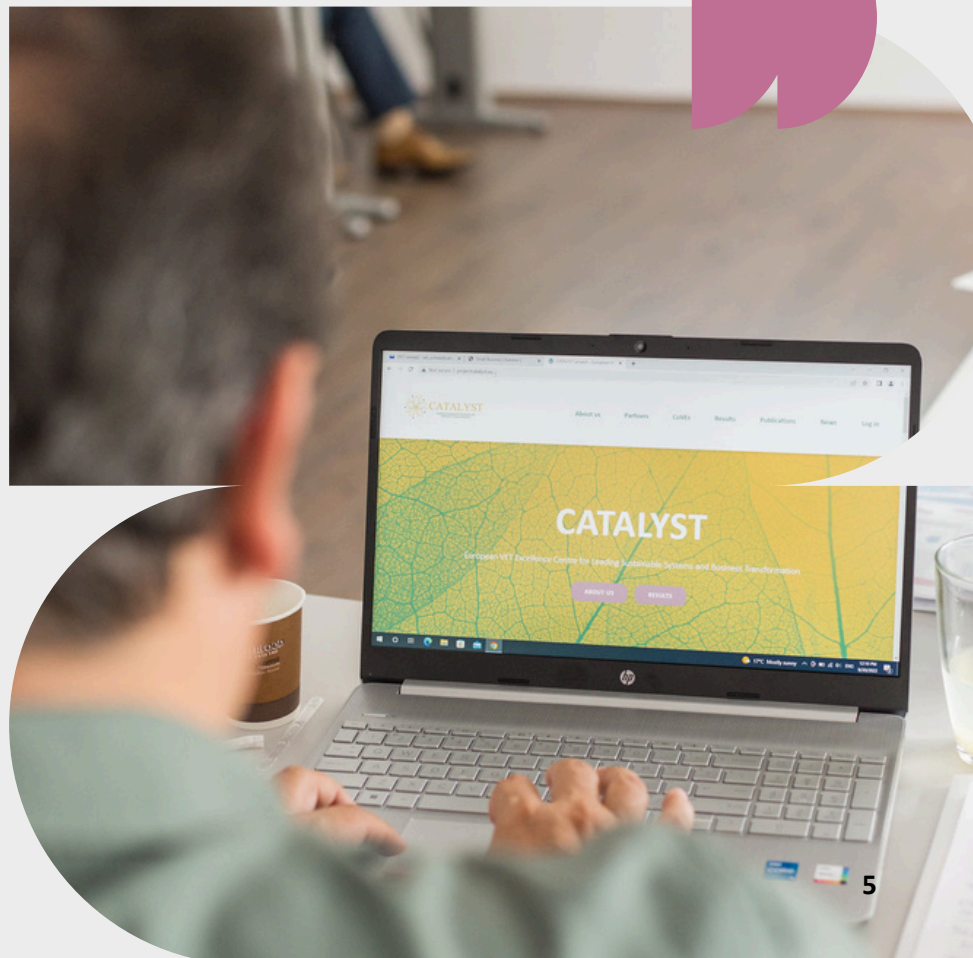




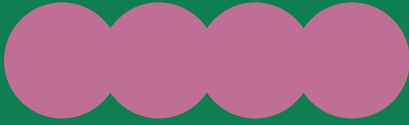
National Round Table in Graz

## The Importance of VET Excellence in Project CATALYST

In the field of promoting innovation and advancing societal progress, Centres of Vocational Excellence (CoVEs) are formed by networks of partners that develop local 'skills ecosystems' to provide high quality vocational skills to young people and adults, and contribute to regional development, innovation, industrial clusters, smart specialisation strategies and social inclusion.. Proposals such as Project Catalyst, which use VET excellence to promote innovation and empower people and communities, are sources of hope in an ever-changing world of global challenges and technological advancements. In this article, we dig into the important role of VET excellence within Project Catalyst and its broader implications for crafting a brighter future.



# THE FOUNDATION OF INNOVATION



## The Foundation of Innovation

By providing people with the information and skills they need to prosper in a world that is changing quickly, VET excellence acts as the foundation of innovation. VET institutions enable students to close the gap between theory and practice by providing practical learning opportunities, apprenticeships, and specialized training programmes. This promotes an innovative culture from the bottom up. There arises a pressing need for the establishment of Vocational Education and Training (VET) centres focused on promoting talent. These centres serve as crucial hubs for imparting contemporary knowledge to companies and organisations, and thus support their innovation efforts.

## Empowering Individuals and Communities

The essence of innovation stems from the synergy between education, training, and individuals' eagerness to embrace learning, evolve into knowledge-driven entrepreneurs, and contribute as adept members of the workforce (Aufner, A., 2021).

This philosophy is embodied by Project Catalyst, which offers a forum for the intersection of real-world problems and VET excellence, inspiring the creation of creative solutions in a range of fields. In the fields of renewable energy, sustainable agriculture, and digital transformation, experts with vocational and extended training (VET) play a crucial role in propelling advancement and expanding the realm

of possibilities. At its foundation, VET excellence is about more than just obtaining technical skills; it's about empowering individuals to become agents of change within their communities. Through the development of skills and an entrepreneurial mindset, Vocational and Economic Training (VET) programmes empower students to actively create change rather than just react to it. This idea is demonstrated by Project Catalyst, which gives VET participants the tools they need to take on urgent problems and work together to co-create meaningful solutions that meet societal requirements. By fostering collaboration and interdisciplinary interchange, the initiative cultivates a healthy foundation for creativity to grow, driving good change at both local and global levels. Vocational Education and Training (VET) is poised to play a crucial role in the European job market due to its adaptability to fast-changing skill demands, technological advancements, and the green transition. VET's focus on equipping learners with both specific vocational skills and broader competencies, including digital literacy and sustainable practices, aligns with future labour market needs. As industries evolve and new sectors emerge, VET provides a pathway to employment by fostering a skilled workforce capable of navigating and contributing to the economy's dynamic landscape. This adaptability and alignment with labour market trends underscore VET's importance in supporting economic growth and job creation in Europe.

## Closing the Skills Gap

To ensure equitable growth and sustainable development in an era characterized by technological disruption and digital transformation, it is imperative to close the skills gap. Excellence in VET is essential to this effort because it equips people with the specialized skills required to succeed in rapidly growing sectors and professions. Project Catalyst understands the significance of closing this gap by funding high-quality VET programmes and endorsing programmes that encourage lifelong learning and upskilling. The project gives people the tools they need to stay competitive in the labour market and take advantage of new possibilities as they present themselves by matching training programmes with industry demands and encouraging a culture of constant innovation. A tangible example of gap closing is the Catalyst Network as part of the Catalyst Project outcome.



**VET's focus on equipping learners with both specific vocational skills and broader competencies, including digital literacy and sustainable practices, aligns with future labour market needs.**

# Resources

Practical ideas and insights from other platforms for assistance





# NAVIGATING CLIMATE CHALLENGES IN GREECE



## What is the European Climate Pact?

The Climate Pact is an opportunity for people, communities and organisations to participate in climate action across Europe:

- Learn about climate change
- Develop and implement solutions
- Connect with others and maximise the impact of these solutions.

As part of the European Green Deal, the Pact aims to become a lively space to share information, debate and act on the climate crisis and support a European climate movement to grow and consolidate.

## Why did the European Commission start the Pact?

The climate crisis is real, and the EU has committed to doing something about it. Science tells us the world has to act urgently to achieve our Paris Agreement goals, notably to limit global warming to well below 2°C and pursue efforts to limit such warming to 1.5°C above 1990 levels. In December 2019, the European Green Deal

was launched to transition to a fairer, healthier, and more prosperous society while guaranteeing a healthy planet for future generations. We are not only responding to the science but also to demands for stronger action from citizens. EU-wide surveys show that Europeans see climate change as a serious problem and feel that protecting the environment is personally important for them. The solutions outlined in the European Green Deal can only succeed if people, communities and organisations are all involved and act. That is why European Commission launched the European Climate Pact, a platform to work and learn together, develop solutions and build networks for real change. The Climate Pact wants to provide a fertile ground for initiatives, networks and movements that have already begun to revolutionise the approach to climate action in Europe. The Climate Pact will empower the countless Europeans who are ready to contribute in whatever way they can and reach out to those who have been less involved so far.



## How can we participate?

Anyone can be part of the European Climate Pact. In fact, all are encouraged to participate in any way they can!

- Become a Climate Pact Ambassador
- Take climate-friendly action and make a pledge
- Register a satellite event



...all are encouraged to participate in any way they can!

# What are the Pact's Values?



## Science, responsibility and commitment

Participating in the Pact will entail positive climate action, inspiring or encouraging others to join. Participants will contribute with concrete, science-based, trustworthy actions with clear and, ideally, measurable outcomes to show impact.

## Action tailored to local contexts

Discussions and action will be adapted to local contexts and target groups. The closer to people's day-to-day reality, the better.

## Transparency

Pact participants will commit to sharing relevant information on their actions, methodologies and results with other Pact participants and with the public. This will help participants and others track progress, make improvements, learn from or join each other's initiatives, and understand the overall impact of the action.

## No greenwashing

Pledges will be registered in such a way as to demonstrate that participants' commitments are concrete, public, and transparent. The Commission will develop an appropriate way to monitor progress,

with different levels of scrutiny depending on the participant's capacity.

## Ambition and urgency

To achieve the climate and environmental aims we need to challenge long-standing behaviours and assumptions quickly and decisively. While every little step counts, Pact participants will also aspire to transformative solutions, including visionary projects, experimentation, innovative ways to cooperate, and healthy competition for results.

## Diversity and inclusiveness

Anyone from any background or profession will be able to take part. The Pact will aim to remove barriers to climate action, including barriers resulting from personal characteristics such as gender, age and disabilities. This will help Pact participants to be at the centre of debates such as those on the future of Europe. In developing the Pact, the Commission will rely on the creativity and various views arising from democratic and participatory mechanisms.





## Take Individual Action

The European Climate Pact has joined forces with ACT NOW, the United Nations campaign to inspire people to act on climate change and sustainability, and AWorld, the mobile app supporting citizens to take individual action. Anyone can use the AWorld app to reduce their carbon footprint through daily activities and take measurable steps towards the Sustainable Development Goals. The app allows you to choose and track actions such as walking and cycling, reducing food waste, insulating your home, and talking to friends to raise awareness about climate change. Individuals, communities, and organisations can see the environmental impacts of their activities, such as how much CO<sub>2</sub>, water and electricity they have saved, and understand their personal footprint. They can also use the app to encourage others to get involved and reach carbon-saving targets through group challenges, educational journeys and quizzes.



# Opportunities

Calls for networking activities or other internal and external possibilities





## Connecting Professionals for Sustainability Transformation in Europe

### How connecting with other professionals can help in the sustainability transformation of your organisation

The shift towards a climate neutral and digital Europe will require businesses to transform their practices to become more sustainable. For SMEs, this means upskilling their professionals through vocational education and training to lead the way in sustainable business practices. This is where the [Catalyst Network](#) comes in.

### What is Catalyst Network?

The Catalyst Network is a recently launched community of professionals and students that aims to connect individuals exploring and implementing sustainable business skills and practices. By exchanging ideas, knowledge, and best practices, members of the network can collaborate to achieve sustainability at personal, organisational, and systemic levels.

### Why join the Catalyst Network?

Firstly, being part of the community allows individuals to build connections with like-minded professionals across Europe. The network is open to all professionals and students interested in sustainable transformation, whether they come from the public or private sector, or academia. Joining the Catalyst Network opens doors to collaboration, shared knowledge and expertise, and

facilitates exchange of best practices. The Catalyst Network offers unique benefits for those participating in the Enable component – VET courses that upskill professionals in sustainable business practices. By connecting with other learners through the network, participants can mutually increase their knowledge and understanding of sustainability challenges.



For those benefiting from the Inspire component, which provides mentorship support to SMEs and students for their sustainable development journey, joining the Catalyst Network offers opportunities to connect with other SMEs, research institutions and Catalyst project partners. Through this network, they can exchange ideas, learn from each other, and share good practices on how best to make their organisations more sustainable. By joining the Catalyst Network, members receive exclusive access to events, workshops, speakers, and training materials. This access is shared within the network, allowing members to keep up to date with developments in sustainability practices and to learn from experts in sustainability transformation.

The network also offers shared tools and supporting materials, enabling members to make the most of Catalyst services.

### **What is so unique about the Catalyst Network?**

The Catalyst Network's strength lies in its diverse members who bring different skills and perspectives, thus enhancing the experience of being part of the Catalyst Project. It is a bonding medium between all the project's components, allowing for faster and more effective communication and cooperation between project partners, associated partners, participants, and other stakeholders. Through the network, knowledge co-creation and dissemination can be facilitated, relationships can be built, and opportunities shared. The Catalyst Network is an excellent platform

for businesses, professionals, and students to connect, learn, and exchange ideas and good practices. Through the Inspire and Enable components, members can further upskill, learn sustainable business practices and connect with experts in the field. Whether you are looking to learn about or implement sustainable practices in your organisation, the Catalyst Network can support your efforts.



**The Catalyst Network's strength lies in its diverse members who bring different skills and perspectives.**



# Showcase

Insights into the Catalyst project,  
centre, network and platform





# About the Catalyst Project



## What is the Catalyst Project?

The swift transition towards a carbon-neutral Europe and the process of digitisation are altering our job methods, educational approaches, social engagement, and daily routines. Acquiring new vocational education and training (VET) skills is crucial for achieving the goal of making European economies and societies more sustainable, resilient, and well-equipped to handle the challenges and possibilities

presented by green and digital transitions. The Catalyst project, titled "European VET Excellence Centre for Leading Sustainable Systems and Business Transformation" has been specifically developed with a clear vision and strong determination to actively support the implementation of the European Green Deal and the new Industrial and SME Strategies. The Catalyst Project focuses on sustainability, including the organisational, social, and economic aspects.

The primary objective of Catalyst is to provide assistance, develop an educational programme to address personal and organisational growth, and facilitate the transformation of SMEs. This will empower and motivate them to reconsider and redesign their business models, fostering collaboration and knowledge exchange between educational and business entities. The Enable component is essential in the CATALYST project, and its activities will result

in a CATALYST VET Program. The project also assists small and medium-sized enterprises in establishing sustainable businesses through the Inspire component.

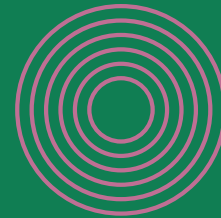


## European Centre of Vocational Excellence Catalyst

The Catalyst Centre of Vocational Excellence for Leading Sustainable Systems and Business Transformation provides tailor-made courses, resources, services, and research initiatives that are put into practical use, as well as a leading network supporting sustainable business transformation to equip organisations and individuals with the knowledge and skills necessary to create lasting change towards a more sustainable society. The vision is to build a collaborative business community to drive the transformation towards a more sustainable, resilient and equitable future for all, summarised as 'inspire and enable businesses sustainably.' Catalyst aims to encourage and assist small

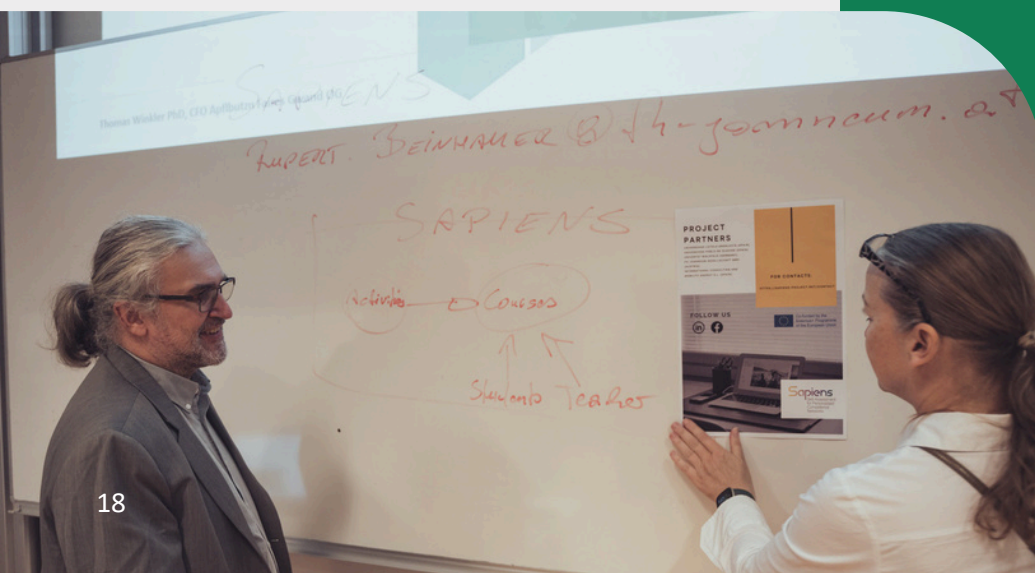
and medium-sized enterprises (SMEs) in rethinking and redesigning their business models through the collaborative efforts of educational and business institutions in five countries: North Macedonia, Greece, Austria, Germany, and Portugal through the establishment of a unified Catalyst Centre of Vocational Excellence.

In the short term, the Catalyst CoVE aims to offer high-quality knowledge and skills, relevant and applicable for professionals, SMEs, and students, as well as to facilitate collaboration between key stakeholders through the Catalyst Network to enhance the visibility of upskilling best practices.



**The Catalyst Centre of Vocational Excellence (CoVE) has set forth three long-term goals to drive sustainable transformation in the business world:**

- **Providing support for professionals and students in personal and organisational development**
- **Encouraging SMEs to embrace sustainability in their business models and**
- **Playing an advisory role in policy creation.**





## The Network of the Catalyst Programme

The Catalyst Network is a network of professionals and students where fresh ideas, new knowledge and best practices are exchanged to benefit all its members in the field of sustainability and management. The Catalyst Network was created so that like-minded professionals from all around Europe could interact, learn from one another, and discuss novel approaches to

achieving sustainable business transformation. Connecting with individuals and organisations from all around Europe and the world is what the Catalyst Network is all about. Whether you work for a small or medium-sized enterprise (SME), a VET provider, an academic institution, or a government agency, the Catalyst Network will help you connect with your colleagues, stay abreast of the





latest developments in the Catalyst project, and gain access to the Catalyst Centre of Vocational Excellence offer through the platform.

Scan to join us



# GREEN VINEYARDS

## GREEN COMPETENCES AND SUSTAINABLE PRACTICES FOR THE WINE SECTOR

Overall knowledge about climate change	Environmental management focused on climate change	Wine culture and society from a climate change perspective	GreenComp competences relevant to the sector
 <p><b>Climate change awareness</b> To understand the effects of climate change in the wine sector and viceversa, and to reflect on its impacts and potential consequences for future generations.</p> <p><b>Climate change adaptation</b> To take action to prepare for and adjust to both the current effects of climate change and the predicted impacts in the future.</p>	 <p><b>Water management</b> To make efficient use of the resource, by reducing the water footprint and protecting its quality.</p> <p><b>Soil management</b> To support the proper use and management of agricultural soils and implement measures to protect soils, improve their fertility and contribute to the natural sequestration of CO<sub>2</sub>.</p> <p><b>Waste management</b> To understand that waste must be sustainably handled and disposed of.</p> <p><b>Biodiversity</b> To have a broad understanding of agricultural ecosystems to protect them and build resilience to current and future threats.</p> <p><b>Emissions reduction</b> To understand the impact of emissions, while implementing energy-efficient solutions to reduce the carbon footprint.</p> <p><b>Energy efficiency</b> To have a broad understanding of energy sources and their impact.</p>	 <p><b>Local &amp; historical knowledge</b> To acknowledge the historical importance of wine culture and its benefits for the local environment, society, and the economy.</p> <p><b>Sustainable production</b> To identify sustainable wine production practices and implement strategies to achieve it.</p>	 <p><b>Valuing sustainability</b> To reflect on personal values; identify and explain how values vary among people and over time, while critically evaluating how they align with sustainability values.</p> <p><b>Systems thinking</b> To approach a sustainability problem from all sides; to consider time, space and context in order to understand how elements interact within and between systems.</p> <p><b>Critical thinking</b> To assess information and arguments, identify assumptions, challenge the status quo, and reflect on how personal, social and cultural backgrounds influence thinking and conclusions.</p> <p><b>Problem framing</b> To formulate current or potential challenges as a sustainability problem in terms of difficulty, people involved, time and geographical scope.</p> <p><b>Futures literacy</b> To envision alternative sustainable futures by imagining and developing alternative scenarios and identifying the steps needed to achieve a preferred sustainable future.</p>

The EU is committed to reducing greenhouse-gas emissions from agriculture and adapting its food-production system. In 2016, agriculture still accounted for 10% of the EU's total greenhouse-gas emissions, consuming approx. 2% of global energy demand, and accounting for 38% of land use, contributing significantly to GHG emissions (FAO (n.d.), FAO et al. (2014), White (2016)). In this context, the wine sector cannot be left behind. The EU is the world's leading producer of wine, accounting for

45% of wine-growing areas, 65% of production, 57% of global consumption, and 70% of exports. It contributes substantially to the agricultural sector, having a major impact on the rural environment and providing employment to millions of people in the EU. The wine sector has thus created value for local communities and guaranteed the subsistence of populations in vulnerable rural areas with little or no other economic alternative. This is why environmental competences (both

knowledge-based and technical in nature) are essential for the wineries workforce and surrounding societies to ensure a positive ecological footprint of the activities carried out in this farming sector that contributes to the ambitious objectives. In frame of the project Green Vineyards (Upskilling wineries staff: Responding to the challenges of climate change - 2021-1-ES01-KA220-VET000033311), funded by the Erasmus+ Programme of the European Union, a guide

for competencies has been developed. The Green Vineyards Guide is an action aimed at contributing to identifying the environmental competences required by wine sector workers to ensure a positive ecological footprint of the activities carried out in this primary sector industry. To do so, this guide contains a dedicated competence framework while it identifies and collects the best matching practices from all over Europe. The initial phase of the competence framework has been

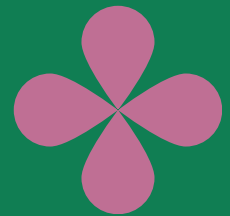
founded on actions such as desk research and individual contacts with several stakeholders that have allowed for the identification of several reference documents, such as the GreenComp: the European sustainability competence framework. These competences then had to be evaluated and validated by a group of stakeholders through an online questionnaire and interviews, wherein the individual responses were elaborated into a group average. In the questionnaire, there were also two open questions, in which respondents were invited to indicate their comments and suggestions about the 15 competences, as well as to provide suggestions about best practices.

The questionnaire and interview have been conducted in six different languages (English, French, German, Italian, Spanish, and Macedonian) to reach the largest number of relevant people in the sector in their own language, thus facilitating the understanding and fluency of the answers. Based on the findings, 15 competences have been grouped into four different areas to form the Green Vineyards Competence Framework:

- Overall knowledge about climate change
- Environmental management focused on climate change
- Wine culture and society from a climate change perspective
- GreenComp competences relevant to the sector

The main outcome is the presentation of a framework of sustainable competencies that is focused on wine sector workers. Each of the competencies has a description, as well as the set of knowledge, skills, and aptitudes that comprise them. As a tool for replicability and promotion of sustainable measures, the work of the consortium has led to the identification of a set of 22 sustainable practices in the sector in the largest wine producers of the European Union.

**The wine sector has thus created value for local communities and guaranteed the subsistence of populations in vulnerable rural areas with little or no other economic alternative.**



PROJECT REF: 2021-1-ES01-  
KA220-VET-000033311

<https://greenvineyards.eu/>



# Partnerships

Section to introduce ourselves and other partners





# Partnerships

## Interview with Prof. Harald Friedl



### **Harald, could you please share a brief overview of your professional journey and your current field of work?**

My name is Harald Friedl. I am a Professor of Ethics and Sustainability in Tourism. Alongside my studies in law, philosophy, and sociology, I have worked as a tour guide and journalist. When it came to writing my PhD, I wanted to evaluate the ethical legitimization of what I was doing as a tour guide. This was the motive and background for my research on traveling, tourism, and sustainability impacts.

In 2003, while writing

my PhD on sustainable development using the example of the Touareg nomads of the Central Sahara, I discovered a study programme teaching tourism ethics. At that time, I was almost the only expert in Europe. So, I applied for the position of a lecturer for applied tourism sciences at the Institute for Health and Tourism Management of the FH JOANNEUM at Bad Gleichenberg and got it. For more than 20 years, I have been teaching sustainability and ethics at the FH JOANNEUM, and I have built up the sustainability competencies and integrated them into our study programmes.

Currently, I am a member of the Sustainability Council at the University of Applied Science and a member of several international organisations, particularly of the Tourism Panel for Climate Change (TPCC – ) measuring the impacts of global warming on tourism and overall climate change resulting from tourism. That's what I do.

### **What is ethics in tourism? How can you measure the impact of tourism on climate change?**

Ethics in tourism involves assessing the moral implications of tourist activities.

It requires evaluating whether an action is ethically acceptable and considering the consequences, collateral damages, and comparing different options to minimise negative impacts and maximise positive ones.



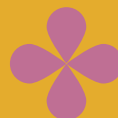
The ethical approach focuses on individual decisions, whereas the sustainability approach looks at the whole system to find a balance. To measure the impact of tourism on climate change, we use various criteria and indicators that assess ecological, cultural, social, economic, and governance impacts. These indicators can range from simple measures like energy consumption to complex assessments like carbon emissions from transportation. For example, the amount of gasoline burned in a car directly correlates to CO2 emissions, but aviation emissions are more complicated due to factors like altitude and the production of artificial clouds by planes.

**What would you say to people who say: "The plane is flying anyway, it doesn't matter whether I sit in it or take the train instead"?**

This question is fundamentally flawed because planes fly based on market demand. During COVID-19, flights stopped because there was no demand. Currently, the demand for flights is increasing, which leads to more planes being ordered and expanded airport infrastructure. Conversely, if more people choose trains, the demand for trains increases and the demand for flights decreases. Every action has long-term systemic effects, so we must consider how our choices influence the entire system over time.



To measure the impact of tourism on climate change, we use various criteria and indicators that assess ecological, cultural, social, economic, and governance impacts.





## **What originally inspired you to focus on sustainable development and what drives you to continue advocating for the SDGs?**

About 20 years ago, I was convinced that not having children was a form of rebellion against a world I saw as doomed. Over time, I realized that positive change depends on individual contributions. Now, I have two children, and I have dedicated my research and teaching to sustainability. I contribute to research and international organisations because it is not enough to criticise; we must also strive to do better. As a principle, I never teach what I cannot practice myself, which keeps me committed to practicing what I preach about sustainability.

## **What are the SDGs?**

The Sustainable Development Goals (SDGs) are a set of 17 targets established by the United Nations to promote sustainable development globally. They address various aspects such as gender equality, clean water, fair job conditions, and environmental protection. The SDGs were built upon earlier initiatives like the Agenda 2000 and the Millennium Development Goals. These goals are essential for guiding global development towards peace, sustainability, and improved living conditions.

## **Do you think the SDGs will be met on schedule?**

Meeting the SDGs on schedule is challenging due to the evolving nature of global

problems. While some areas have seen improvement, new issues like climate change and international conflicts have emerged. The goals and targets serve as guidelines to exert pressure on UN member states and measure progress. I expect a reassessment and adaptation of the SDGs within the next five years to address new challenges, including the rise of artificial intelligence, which was not as significant of a factor when the SDGs were initially formulated.

## **How could artificial intelligence influence the achievement of the SDGs?**

Artificial intelligence offers powerful tools to manage and influence complex systems, potentially promoting sustainability. However, AI is double-edged; it

**The complexity of the world is increasing due to globalisation, distributed and diversified production schemes, and tourism. This leads to accelerated dynamics and growing complexity.**



can be used for beneficial purposes or misused, as seen with autonomous weapons or pervasive surveillance systems. The challenge is balancing AI's capabilities with ethical considerations and ensuring it supports democratic values and long-term sustainability in a world of growing complexity.

### **What general challenges do you see for the coming decades, and are you optimistic that we will overcome them?**

Optimism can often be naive, but functional optimism is necessary for engagement in positive developments. Challenges include population growth, resource scarcity, and the environmental impacts of a consumption-driven economy.

Despite these issues, we must continue to research, educate, and adapt. Integrating ethics and sustainability literacy into education is crucial for preparing

future generations to handle new problems and technologies responsibly. At the moment, we are in a situation where we are essentially sitting in a closed room, Optimism can often be naive, but functional optimism is necessary for eating a lot of beans and farting, sometimes criticising the smell, but producing this situation ourselves. The complexity of the world is increasing due to globalisation, distributed and diversified production schemes, and tourism. This leads to accelerated dynamics and growing complexity. To manage this, we rely heavily on artificial intelligence, which introduces its own risks and complexities. This creates a self-fulfilling prophecy where our solutions add to the problem.

Therefore, we must focus on good, applied research and integrate more ethics and sustainability literacy into education. Understanding the difference between morals and ethics is essential, as morals are tradition-oriented and

based on experience, while ethics deal with new, unforeseen impacts from evolving circumstances.

### **Do you have any strategies or tips for individuals trying to deal with the major challenges of the future? What characteristics or skills help individuals to overcome future uncertainties?**

Sustainability offers a chance for emancipation from the consumer culture. Reflecting critically on what constitutes a good life and what is truly necessary can lead to more mindful living. Practically, this can mean adopting energy-efficient practices, reducing consumption, and focusing on personal well-being and relationships rather than material possessions. For companies, starting with simple, cost-effective sustainability measures can lead to broader positive impacts and increased prestige. The mindset should shift from 'what can the world do for me?' to 'what can I do

for the world?' This proactive approach fosters resilience and adaptability in the face of future uncertainties.



**Integrating ethics and sustainability literacy into education is crucial for preparing future generations to handle new problems.**



# Excellence

Insights into ideas that are essential for Leading Business Sustainability and VET Excellence Centres Vocational Training



# Presenting ICScoring



## Introduction

The European Commission has been giving much importance to the issue of intangible assets, including those related to more innovative policies.

Recognisably, Small and Medium-sized Enterprises (SMEs) make up 99% of the European Union's productive fabric, which is the main source of innovation. However, with the current financial crisis, the financing of these companies has been very difficult and the risk in business has increased. Thus, the global economic crisis has placed the focus on the evaluation of companies, otherwise only sustained by financial criteria.

Systematically, many companies measure the financial risk but forget the risk inherent in their intangible assets. In most cases, managers have no clear understanding of how their intellectual capital directly impacts their financial performance. Nonetheless, there is much evidence that the sustainability of companies is not derived only from their financial performance, but also results from their intangible assets. Therefore, if the report of those intangible assets, e.g. the management of intellectual capital, is endowed with credible metrics recognised and accepted, it can work as a guarantee, ensuring its partners (e.g. shareholders,

creditors, investors, customers, suppliers, etc.) the reliability and sustainability of the company. The relationship between a company's intellectual capital management and financial performance has been studied by many researchers, and several methods of accounting intellectual capital have been created, but the process has never been widely accepted by the business community and the practice of measuring intellectual capital has no relevance compared to the financial statements. Against this background of urgent economic and environmental challenges, organisations and governments need to make coordinated and

integrated efforts to achieve sustainability 5.0, which involves balancing economic, environmental, and social aspects with the digital economy to achieve excellence by promoting increasingly green and inclusive innovation.



# Management of Intangibles



## Intellectual Capital

Intangibility is recognised as the main characteristic of intangible assets which, unlike financial assets, have no physical body, despite being a source of competitive and economic advantage and, when properly managed, being a critical success factor. In the case of companies and other organisations, these resources are usually based on three pillars: human capital, structural capital, and relational capital, which coincide with the multidimensional nature of the intellectual capital pillars.

Human capital is the capital of a company's human resources, composed of their skills, the accumulated value of their practices, their creativity, their capacity

for relationships, their values, and the company's culture and organisational values. On the other hand, structural capital is understood as the current support infrastructure that supports the company and its human capital, such as databases, manuals, customer lists, processes, etc. Relational capital corresponds to the strength and loyalty of customers and other stakeholders responsible for cash flows and other factors that will contribute to future growth.

## ICScoring\*

ICScoring is an intangibles management tool focused on intellectual capital management that will allow the user to monitor

its self-diagnosis of their intellectual capital management, e.g. it allows a company to position itself in the market by using adequate intellectual capital management practices. Its main tool is a questionnaire that periodically collects the opinions of the company's managers about the management of their intellectual capital and a scoring function that was estimated based on data collected from other companies in similar sectors. Subsequently, ICScoring provides companies with an intellectual capital management report that positions them in the global market. From this point on, the ICScoring tool will allow companies to be positioned concerning

their sector of activity and their main competitors, thus becoming an element for evaluating positioning and competitive advantage. ICScoring provides companies with important information to improve their management practices. Yet, it is also a marketing tool because, by positioning companies in their market, it guarantees to their partners reliability in the management of intellectual capital and, therefore, its sustainability.





## ICScoring proposes an analysis of each component of intellectual capital management



### Features of ICScoring

ICScoring is an interactive tool that should be used by managers with a global vision of the company's business. The ICScoring results reflect the quality of the information provided in the managers' answers, and, consequently, they can only be considered relevant if the answers are true.

ICScoring proposes an analysis of each component of intellectual capital management -- human capital, structural capital, and relational capital -- organised into five groups of information: 4 Quadrants: Individual Capital Quadrant, Team Capital Quadrant, Sustainable Processes Capital Quadrant, Customer Capital Quadrant; and Networks and New Technologies.

The Individual Capital, Team Capital, and Process Capital quadrants are directly related to the company's internal environment and are decisive for its appropriate performance. The Customer Capital quadrant relates to how the company correlates to its external environment. The Individual Capital and Team Capital quadrants represent variables that fall under Human Capital. The Process Capital quadrant represents the variables that fall under structural capital. The Customer Capital quadrant corresponds to Relational Capital. The Process Capital quadrant includes the different standards, adapted from the GRI - Global Reporting Initiative, which make it possible to

identify whether the organisation is complying with the main sustainability criteria. Networks and New Technologies are structuring elements that allow the four quadrants to be linked, encourage the circulation of information, facilitate relationships between people, and access up-to-date information on the results of research (internal and/or external) relevant to the organisation. They can be seen as catalysts or intensifiers of the processes of access to knowledge, innovation, and the organisation's adaptation to the external environment. This is also where we can see how digital transformation is being used to improve the sustainable management of the organisation.

**\*ICScoring is a tool owned by Florinda Matos and made available by ICAA - Intellectual Capital Association, Santarém, Portugal. In accordance with international patent protection legislation, no use of SCoring is permitted without express authorization from the tool owner.**

## Individual Capital Quadrant

Individual Capital refers to personal skills, social competencies, qualifications, formal education, and experience, e.g. the competencies that each individual is willing to put at the service of the company, with a view to permanent customer orientation. When individuals combine these competencies with the ability to understand the company's business, this is extremely valuable individual capital.

## Team Capital Quadrant

Team Capital results from how individuals' skills are combined, creating group affiliation. Team Capital presupposes the existence of a type of group that shares common goals and differentiates itself from others by its level of performance in a given task.

Teamwork is therefore an intangible asset, but one that translates into the ability to carry out tasks efficiently and effectively, while generating satisfaction in team members. Teams generate value for the organisation and are an essential source of competitive advantage. They operationalise the sharing of individuals' tacit knowledge and transform it into explicit or formalised knowledge, in the form of specifications, process descriptions, rules, and regulations, amongst others. When this tacit knowledge of individuals is shared with the collective, it gains a higher value and is in a position to become structural capital.

**Team Capital results from how individuals' skills are combined, creating group affiliation.**



## Process Capital Quadrant

When the explicit knowledge of teams is combined with structural capital, the formalisation and development of organisational memory emerges, which in turn supports the improvement of processes with a focus on total quality. When we talk about Process Capital, we are referring to knowledge that does not belong to individuals, but to the organisation, and which is recognised in Structural Capital. Structural Capital results from the method by which people's know-how is incorporated and organised in the company, responding to customer needs. Likewise, the ability to attract and retain skilled people is anchored in Structural Capital, where recruitment and selection processes, career development, reward systems, motivation, challenging tasks, internal organisation, and so on are decided.

Organisations have their own history that is documented through computerised files or paper files that are the result of routines that are assimilated over time and later standardised in procedural manuals. Access to this information is facilitated through information management, carried out with the support of information and communication technologies. The dissemination of this information is also facilitated by networks. So, for example, there are specific channels for communicating with customers or suppliers, for internal organisation, for recruitment, amongst others, which do not depend specifically on each individual in the organisation, but on the company's internal organisation. In summary, we can say that Process Capital includes all the competencies aimed at customer orientation and all the internal routines that must be geared toward sustainability.



## Customer Capital Quadrant

Customer Capital arises when individuals can create solutions (products or services) that fulfil the needs or solve the problems of the customer. The customer relationships that enable this capital to be formed, in a stable way over time, require continuous work to establish lasting relationships. Market research and the analysis of customer satisfaction are some of the actions that make it possible to measure the image customers have of the company.

Systematising the results of these studies into standards and procedures is an example of transforming them into structural capital, which is why we say that Customer Capital is the result of an essential part of structural capital. Customers are difficult to retain, so the company's knowledge must be invested in processes that make it easier to retain these customers. The correct use of Networks and New Technologies is decisive in interacting with customers and therefore in building stable Customer Capital.

Customer focus presupposes continuous investment in innovation and development to satisfy previously inventoried needs. Therefore, Customer Capital includes all the company's knowledge of the market, namely indicators that provide information on the size of the target market and potential market, customer preferences, purchasing decision factors, and the company's reputation or image in the market.



Therefore, Customer Capital includes all the company's knowledge of the market...





## Networks and New Technologies

Networks, supported by New Technologies, are fundamental to the development of a network culture in which employees actively participate within the organisation. Thus, Networks must support an 'Interactive Ideas Exchange' that favours the development of individual talents. Networks bring employees and teams closer together, providing forums for sharing knowledge and enabling the dissemination of good practices. Recent experience suggests that the company's focus on earning processes and transferring best

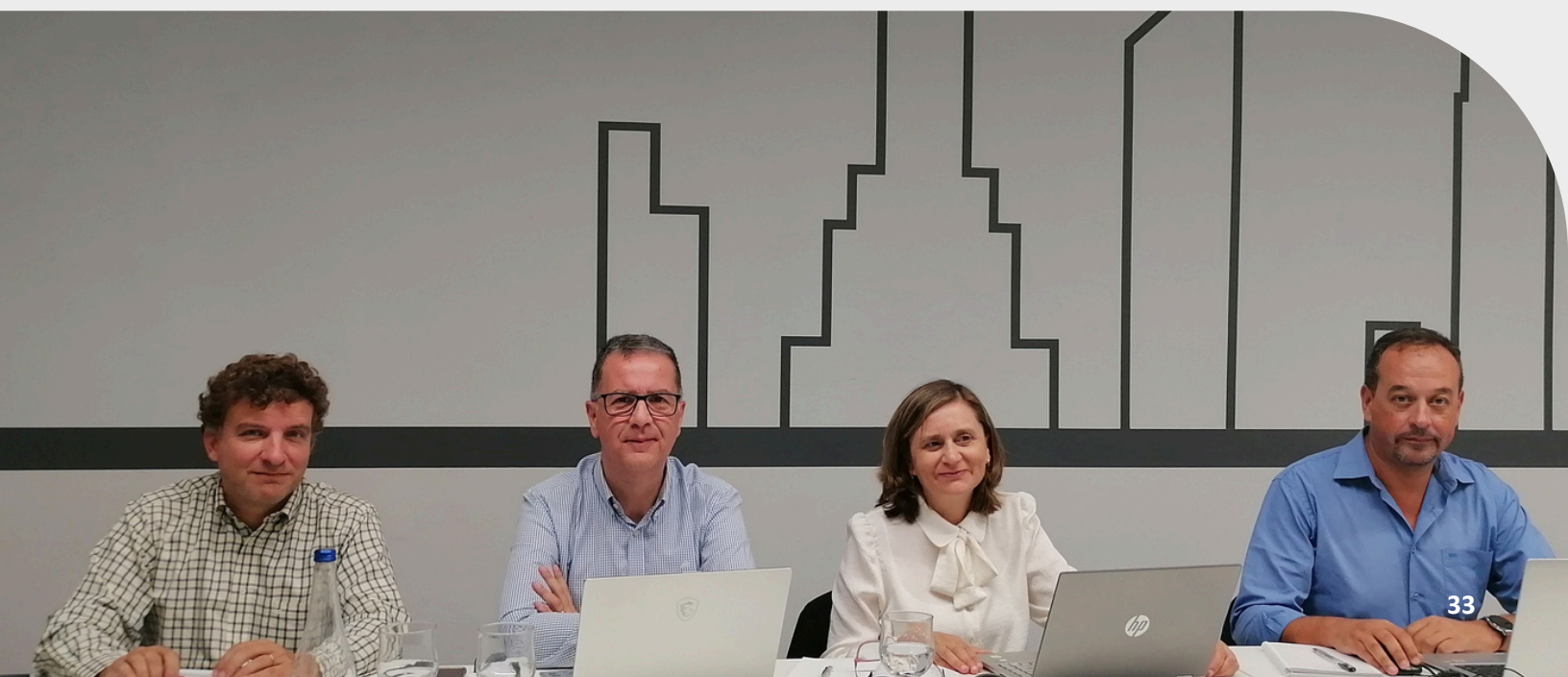
practices to the organisation and its managers is a highly positive factor from the point of view of its adaptability and an important factor in innovation.

The interactive teams integrated into the Networks discuss and improve the quality of processes with a view to customer satisfaction.

Networks are, therefore, part of a 'collective intelligence action' in which the knowledge of each company employee is put at the service of customer satisfaction and better interaction with the network of suppliers and partners. New Technologies are also an essential tool for companies' organisational and

productive development and should function as an administrative management tool, maximising organisational performance by improving processes that are strictly memorised. Additionally, New Technologies must be used as a tool integrated into a network culture, where the individuals in the teams participate actively, generating a team culture focused on the organisation's overall results. New Technologies are essential for recording organisational knowledge and should allow for interactive databases and electronic contact systems that enable

connections with suppliers, customers, and other stakeholders. They are, therefore, a fundamental element in improving the quality of the organisation's service.

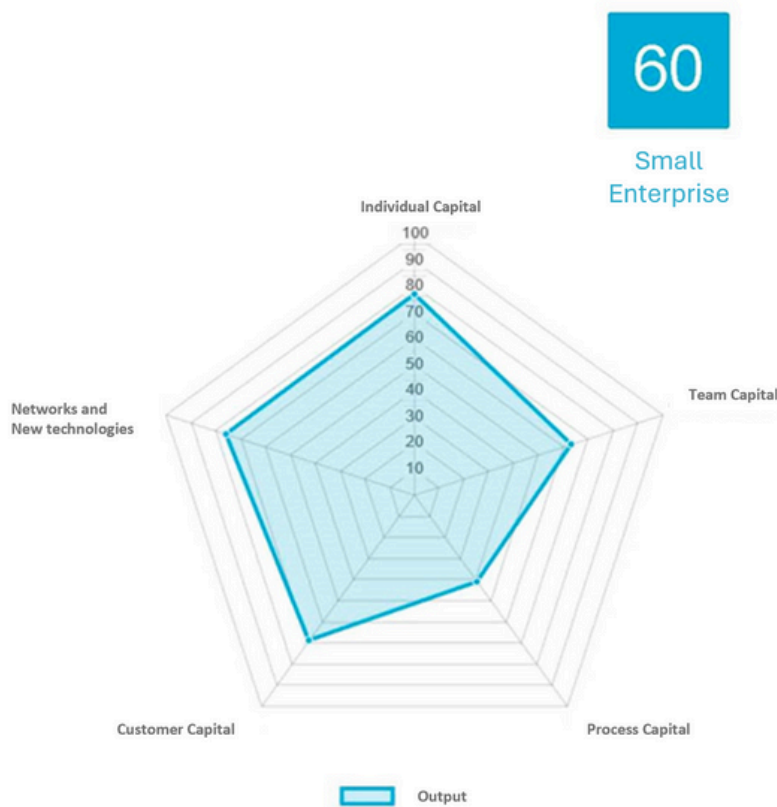


# Example of an ICScoreing Report

The ICScoreing Report (Figure 1) represents a snapshot of the company's intellectual capital management, according to the opinions of those who answered the questionnaire.

## Intellectual Capital Management Scoring

### Global Results



### Global Enterprise Evaluation

The Scoring Global Results of the enterprise are considered Sufficient, although there are still intellectual capital resources that are not being well managed. The enterprise should review its overall management, paying close attention to the Quadrants and Parameters with the lowest results.

Source: ICScoreing, 2024

The ICScoreing results reflect the quality of the information provided in the managers' answers, and, consequently, they can only be considered relevant if the answers are true.



# Community

Section to emphasise and present community opportunities





# Community

Vocational Excellence for a Green Europe



## Highlights from the GREENOVET Conference at FH JOANNEUM

In an era where sustainability is no longer just a buzzword but a critical imperative, the Institute of International Management and Entrepreneurship at FH JOANNEUM took a significant step forward. On June 5th and 6th, 2024, Graz became the epicenter of discussions and innovations aimed at fostering green skills and vocational excellence across Europe. The occasion? The highly anticipated GREENOVET Conference. The event's primary goal

was to bridge the gap between stakeholders at various levels, from regional to transnational, and to forge connections with local innovation ecosystems. The vision was clear: to actively contribute to a greener and more sustainable future. Central to this vision was the emphasis on European vocational excellence and the development of green competencies. A diverse programme featuring lectures and workshops kept the participants engaged. Topics ranged from 'Generating Innovation in the Classroom' to the 'Internationalisation of VET' and 'Green Skills Around the World.' A notable highlight was

the showcase 'Leistungsschau Grüne Bildung Steiermark,' ('Showcase of Green Education Styria') featuring regional advancements in green education. Participants also embarked on study visits to GREENOVET project partners, including FH JOANNEUM's Food Processing Lab and Automotive Engineering department, the Green Village at HTL BULME, the Talentcenter WKO Steiermark, TU Graz's STEAM Lab, and the HyCentA Hydrogen Research Center Austria. These visits provided valuable insights, reinforcing the knowledge gained during the conference. The conference was a

magnet for approximately 300 attendees, including some of the most prominent figures in the field. Barbara Eibinger-Miedl, Regional Minister for Science and Research in Styria, opened the conference, setting the tone for the impactful sessions that followed.

The panel on European Centres of Vocational Excellence and the Green Transition was particularly enlightening. GREENOVET partners shared their expertise, emphasising the crucial alignment between policies, businesses, and the educational system to foster the growth of green skills.



**GREENOVET**



## Vocational Excellence for a Green Europe

The conference also welcomed international participants such as Tim Van Rie, Policy Officer for Digital and Green Skills at DG Employment, Friedrich Huebler from UNESCO-UNEVOC, Adrijana Hodak from Sholski Centar Nova Gorica, Mattias Larsen from UNESCO-UNEVOC, Alseny Diallo from the Austrian Development Agency, Jakob Weiss from OeAD - EU Strategy for the Danube Region, Andriy Moskalenko from the Lviv City Council, Karin Monaco from UNIDO, Kenneth Abraham Barrientos from UNESCO UNEVOC, Emma O'Donovan from Wodonga TAFE in Australia, and Susanne

Nielsen from the European Training Foundation. In an engaging online session on challenge-based learning systems, Angelina Taneva-Veshoska from the North Macedonian Institute for Research in Environment, Civil Engineering, and Energy (IECE) represented the Catalyst consortium with great professional expertise. Complementing the dialogue, Elena Dumova-Jovanoska, Catalyst's external quality expert from Ss. Cyril and Methodius University in Skopje, enriched the conference over both days with her insightful contributions.



## Vocational Excellence for a Green Europe

## Highlights from the GREENOVET Conference at FH JOANNEUM (continued)

Keynote speakers provided profound insights into future trends and necessary skills for a sustainable transformation. On the first day, Tomás Santa María from Universidad del Desarrollo discussed seven essential competencies that companies must master to thrive in the transition from a linear to a circular economy. Julia Achatz captivated the audience with her presentation on balancing profitability, sustainability, and purpose, emphasizing that meaningful change arises from a combination of unease, vision, and clear next steps. On the second day, Birgit Philips from FH JOANNEUM explored 'Beyond Exams: AI's Role in Shaping New Educational Paradigms,' and Markus Hengstschläger from the Medical University of Vienna spoke on 'The Talent to Enable Solutions.'

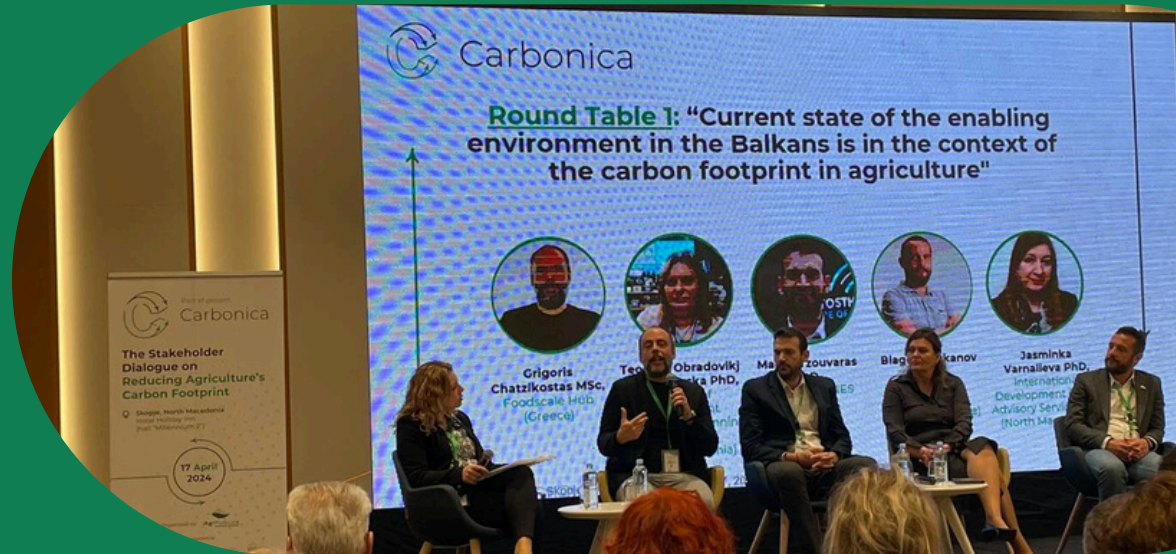


The GREENOVET conference is part of the ERASMUS+ KA3 Project GREENOVET, involving 18 project partners from four European countries. This project supports the development of excellence in vocational education in green innovation across Europe, notably through the establishment of four Centers of Vocational Excellence in Austria, Finland, North Macedonia, and Portugal.

In conclusion, the GREENOVET conference at FH JOANNEUM highlighted the indispensable role of collaboration at various levels in harnessing vocational education as a key driver for promoting green innovation and sustainable practices. Through such efforts, the conference set a strong foundation for a future where vocational excellence leads the way to a greener Europe.



# Carbon initiative for climate-resilient agriculture: CARBONICA



## CARBONICA Excellence Hub

The main objective is to connect the carbon farming innovation ecosystems of Greece, North Macedonia and Cyprus, through the establishment of the CARBONICA Excellence Hub. The project “Carbon Initiative for Climate-resilient agriculture” – CARBONICA is funded by the EU’s research and innovation funding programme Horizon Europe. The partnership consists of organisations, private entities and institutions from across the spectrum, maximizing the efficacy and potency of the implementation effort and ensuring that the CEH will successfully instigate carbon farming in the three countries.

**CARBONICA aims to introduce carbon farming techniques in the widening countries of Greece, North Macedonia and Cyprus.**

To achieve this overarching goal, the CARBONICA Excellence Hub will be established, aiming to connect and strengthen the innovation ecosystems of the three countries by streamlining the R&I between them to bolster the adoption of CFA, by coming up with new business models for the agrifood industry that would take into account carbon sequestration, by bringing together policy makers and civil society, all the while fostering the reduction of their carbon footprint.

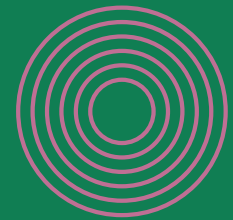


[Building a sustainable future with carbon farming innovation](#)

## The main results of the project are the following:

- Joint Strategic R&I Strategy: An R&I strategy including research priorities, themes, actions and areas of focus per country and jointly, taking also into consideration current challenges, research trends, stakeholders' needs and policies related to carbon farming
- Toolbox for Carbon Farming Solutions: A comprehensive toolbox consisting of carbon-farming solutions
- Lab Prototypes: One (1) lab prototype for carbon farming solution and one (1) lab prototype of protocols for carbon footprint accreditation / certification
- E-learning Platform: Interactive platform with training content and audio visuals covering among others, topics of carbon farming solutions, carbon footprint certification protocols, business development, policy design
- Policy recommendations: A policy recommendations single document that will be broadly disseminated at EU and national level.

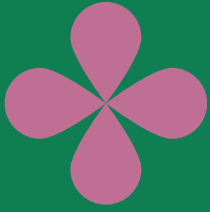
## CARBONICA



**CARBONICA aims to introduce carbon farming techniques in the widening countries of Greece, North Macedonia and Cyprus.**







By taking these steps, ordinary people can play a significant role in the carbon sequestration process, contributing to a more sustainable and resilient future for our planet.

## How can I play an active part?

Climate-resilient agriculture offers a promising solution in the fight against climate change by sequestering carbon dioxide from the atmosphere into agricultural soils and vegetation. While it may sound like a task for experts or large-scale farmers, ordinary people can actively participate in climate-resilient agriculture initiatives. Here's how:

- 1. Education and Awareness:** Begin with education on low-carbon emission agricultural techniques and their benefits. Understand how certain agricultural practices can improve carbon sequestration and mitigate climate change.
- 2. Carbon Sequestration in Your Yard:** Even small efforts are important. Planting trees and native vegetation in your yard or community gardens can help sequester carbon. Choose plants with deep roots that effectively store carbon.
- 3. Composting:** Instead of sending organic waste to landfills where it emits methane, compost it. Composting not only reduces methane emissions but also enriches the soil with organic matter, increasing its capacity to store carbon.
- 4. Support for Regenerative Agriculture:** Purchase products from farmers practicing regenerative agriculture. These methods focus on building healthy soils, which can store significant amounts of carbon, while also promoting biodiversity and resilience.
- 5. Activism/Advocacy for Policy Change:** Support policies that encourage the adoption of climate-resilient agricultural practices. Advocate for government support and subsidies for farmers embracing climate-friendly techniques, such as agroforestry, cover cropping, and rotational grazing.
- 6. Community initiatives:** Join or initiate projects within the community focused on agriculture with reduced carbon emissions. Plant trees with neighbours, establish community gardens with local community members, or organize educational events to raise awareness.
- 7. Carbon Sequestration Programmes:** Consider participating in carbon sequestration programmes offered by reputable organisations. These programmes allow individuals to compensate their carbon footprint by investing in projects that sequester or reduce carbon emissions, such as afforestation or renewable energy initiatives.
- 8. Support for Research and Innovation:** Stay informed about advancements and technologies in agriculture with reduced carbon emissions. Support institutions and organisations working to improve carbon sequestration techniques and make them accessible to farmers and individuals.

# Transformation

Section to show methodologies and/or how-to content



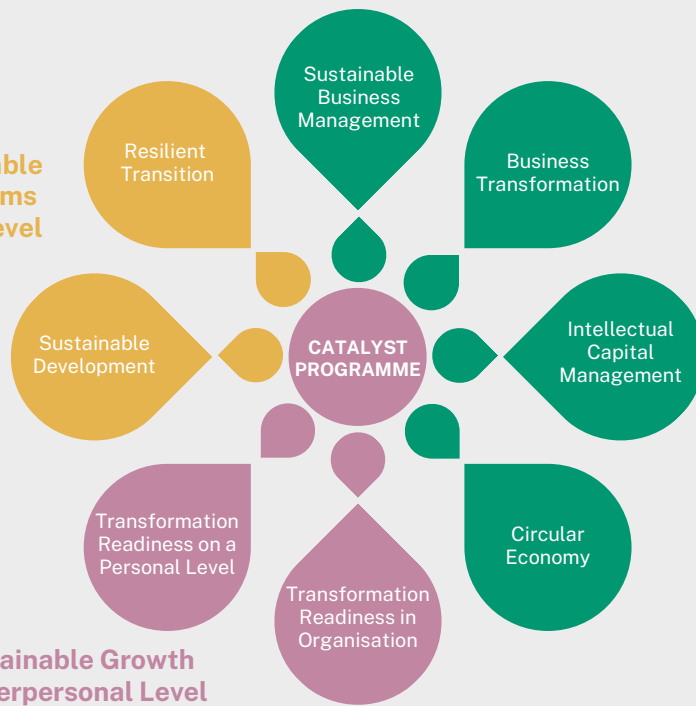


# CATALYST PROGRAMME

Leading Sustainable Systems  
Systemic Level

Creating Sustainable Brands  
Organisational Level

Embracing Sustainable Growth  
Personal and Interpersonal Level



## CATALYST PROGRAMME

Through in-depth mapping and analysis using surveys, interviews, round tables, and focus groups, we gleaned essential recommendations that served as the compass for developing the Catalyst programme. From the investigation, several difficulties were mentioned by the key stakeholders: high costs, resistance to change, shortage of skilled people and demand for new skills, rigid structures, digitalisation, lack of understanding about options for financing, return on investment (ROI) and greenwashing. Some of the proposed potential solutions to support professionals and organisations in the green transformation: create a new narrative within the organisation, educate for sustainable development, collaborate, invest in training, adopt green energy sources, effectively manage intellectual capital, increase dialogue between the academic and business communities, raise public awareness about sustainable practices, and implement digital transformation to support the organisation's green transition. The results of this analysis were used to determine which Catalyst courses to design. The organisation of the Catalyst VET Programme 'Leading Sustainable Systems and Business Transformation' plays an essential role in the Catalyst Project. The Catalyst Programme consists of 70 courses EQF levels 4 – 8.

### There are 3 levels of courses:

#### Beginner level courses

At this level, courses focus on foundational understanding and knowledge acquisition. Learners engage in basic comprehension, recall of facts, and fundamental concepts associated with the subject matter.

#### Intermediate level courses

Courses at this level delve into a deeper understanding of the subject matter. Learners are encouraged to analyze, apply, and synthesize information, fostering critical thinking, problem-solving, and the ability to draw connections.

#### Advanced level courses

These courses challenge learners to evaluate, create, and innovate within the domain. At this level, learners demonstrate higher-order thinking skills such as synthesising complex ideas, evaluating theories, and generating novel concepts and solutions.

# The Catalyst Programme has three fields



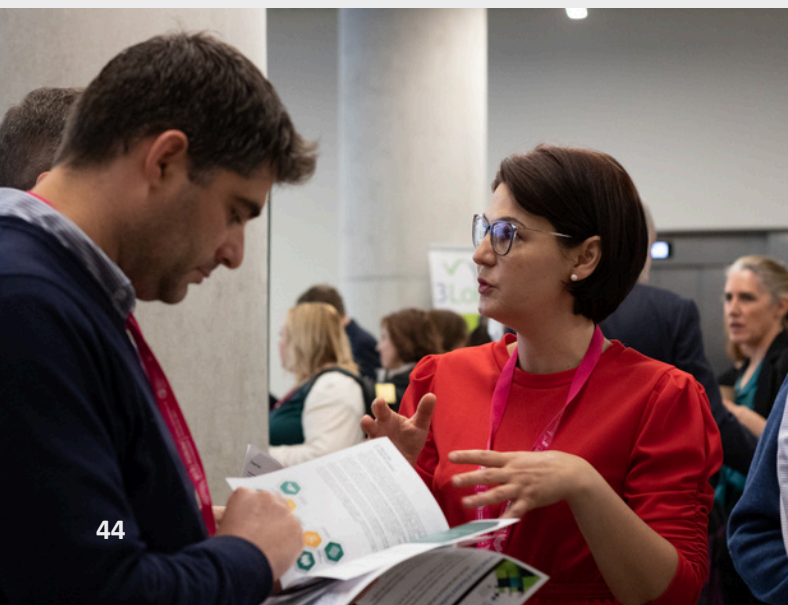
## 1 LEADING SUSTAINABLE SYSTEMS - SYSTEMIC LEVEL

This field encompasses two categories: Sustainable Development and Resilient Transition. There is a range of courses introducing the concept of sustainable development, sustainable development policies and their implications for companies, as well as courses focused on personal and professional development in the context of sustainability, strategic planning and different economies.



## 2 CREATING SUSTAINABLE BRANDS - ORGANISATIONAL LEVEL

In this field there are four categories with a number of courses tackling the aspects of business transformation, sustainable business management, strategic and operational side of managing intellectual capital and the key aspects of circular economy.



## 3 EMBRACING SUSTAINABLE GROWTH - PERSONAL AND INTERPERSONAL LEVEL

In order to support individuals and organisations in the transformation processes, this field offers courses on personal level, for individuals who want to acquire new habits and upgrade their behaviour, as well as courses which tackle the preparation process on an interpersonal level in the frame of one organisation.

# SPECIFICS OF THE CATALYST PROGRAMME



## Learning Pathways

The heart of this personalised approach lies in the learning pathways, strategically designed to provide learners with tailored suggestions regarding suitable courses and programmes based on their self-assessment. This dynamic guidance facilitates informed decisions and a more enriching learning experience. Participants who will enrol in the Catalyst programme are empowered with a personalised learning approach, tailoring their educational journey to their unique needs and aspirations. This customisation is guided by a self-assessment test, illuminating individual learning needs and preferences.

## Specialisation Programmes

Learners can select from a variety of specialisation programmes finely attuned to specific skills and career progression goals in sustainability and management. These specialisation programmes are comprehensive educational offerings designed to equip learners with a specialisation in a particular topic. Furthermore, the platform offers invaluable insights into career prospects,

guiding learners on potential professional paths and how to navigate them effectively.

## Co-creation of the programme with business and educational professionals

To ensure a holistic and effective learning experience, the contents, duration, methodological approach, and learning objectives are meticulously crafted in collaboration with experienced business and educational

professionals. This collaborative effort guarantees a well-rounded educational approach that aligns seamlessly with industry needs, nurturing learners' growth and ensuring their success.



# Inspire Component



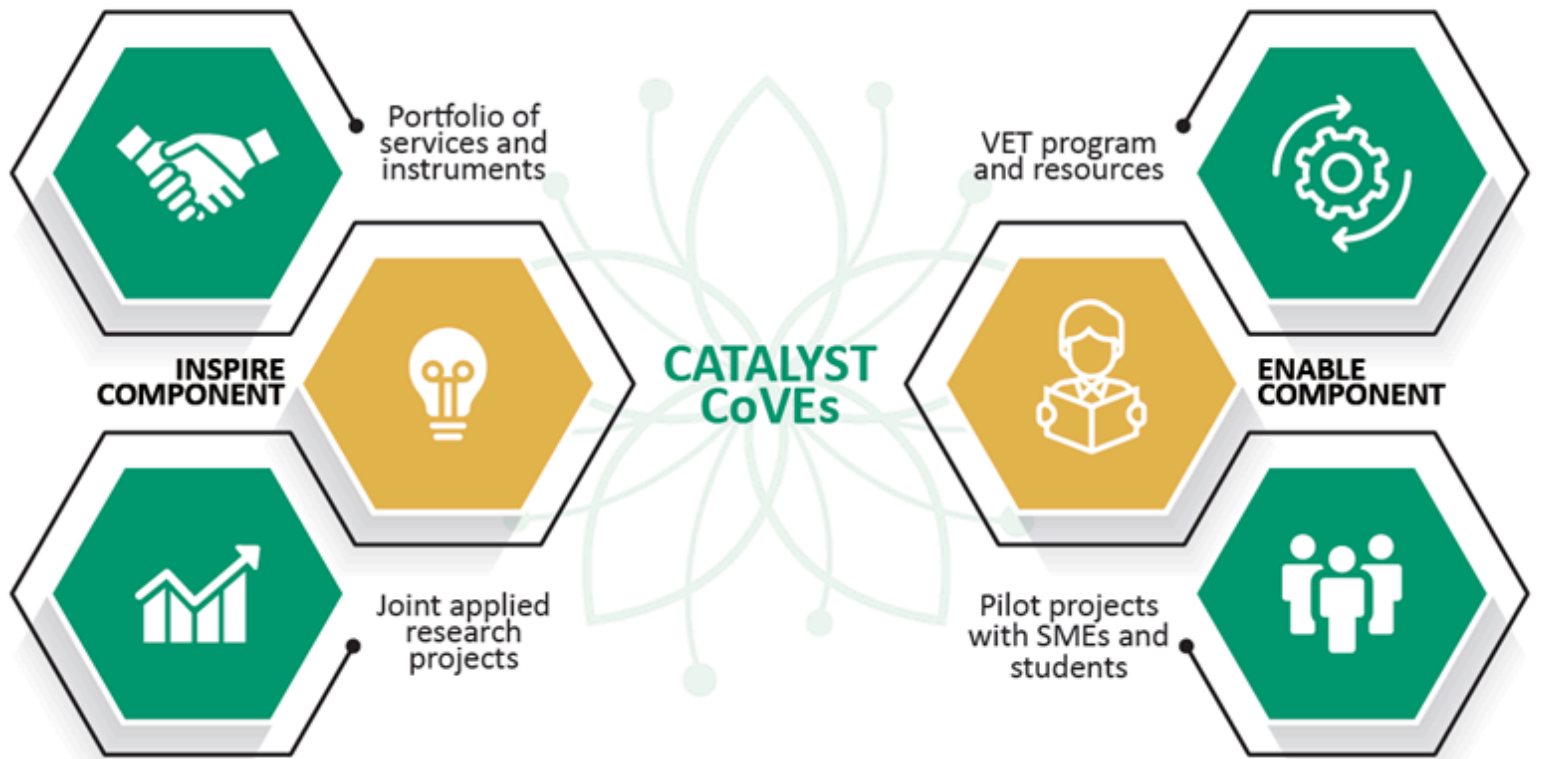
## Inspire Component – Set of Resources and Services

In addition to the courses and programmes, 25 resources and support services are available to support the learning journey. These resources are carefully curated to enhance understanding, and application, of the course content. The Inspire component targets the dedication to implement the new skills in real-life scenarios, working closely in collaboration with SMEs. These provide mentorship and guidance for SMEs in applying new and sustainable concepts in their organisations. A very important aspect of the Enable component is co-creation of new knowledge by applying the CO-IN Model.

Another important aspect of this component is the development of the Inspire Portfolio of resources and services, serving as a supporting mechanism and providing a rich set of tools, resources, and guidance for SMEs.

Resources will be supplementary materials or assets provided to learners to enhance their educational experience and help them achieve their learning objectives. Each of these materials has been selected because of its potential to improve learners' grasp of and success with the course material. Resources offer 'passive' help in the sense that they don't necessitate any kind of active engagement on the part of the learner with service providers or teachers.

Services will comprise a variety of interactive and supportive offerings designed to improve students' academic outcomes by way of instruction, advice, and individualised attention. Services offer 'active' support in the sense that they necessitate participation from teachers or platform administrators.



## European Catalyst CoVE

The European Catalyst CoVE is envisioned as a central hub and catalyst for sustainable business transformation in Europe. It serves as the foundation for a collaborative business community focused on driving sustainable, resilient, and equitable outcomes.

The Catalyst Centre of Vocational Excellence for Leading Sustainable Systems and Business Transformation provides tailor-made courses, resources, services, and research

initiatives that are put into practical use, as well as a leading network supporting sustainable business transformation to equip organisations and individuals with the knowledge and skills necessary to create lasting change towards a more sustainable society. Our vision is to build a collaborative business community that can drive the transformation towards a more sustainable, resilient and equitable future for all. The Catalyst consortium established the united Centre of Vocational Excellence (CoVEs) in five European

countries: North Macedonia, Germany, Austria, Portugal and Greece to support and inspire SMEs in re-thinking and re-designing their business models for sustainability.



**It serves as the  
foundation for a  
collaborative  
business**

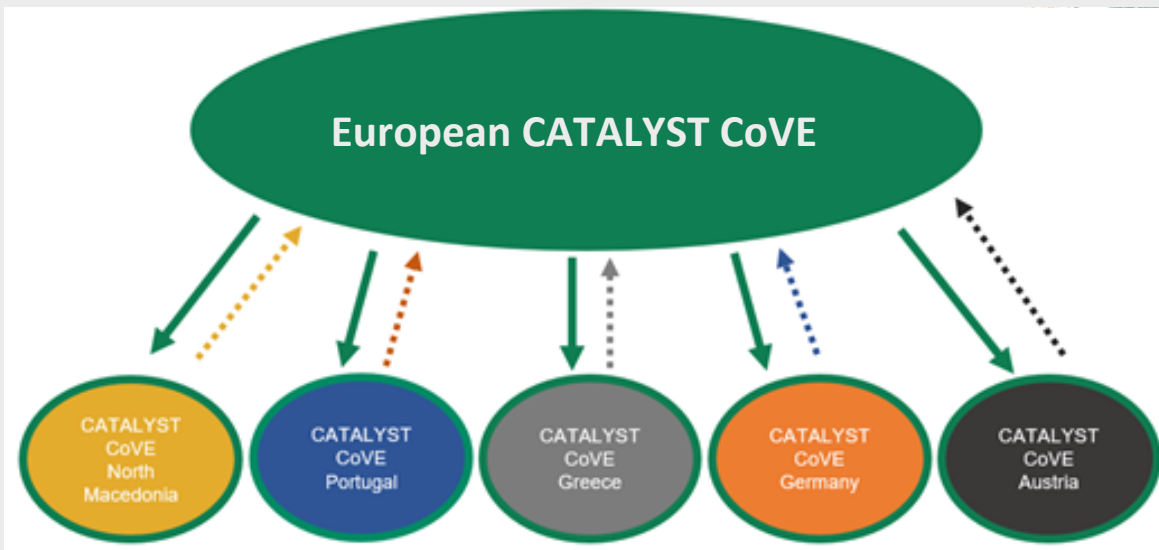


## CATALYST COVE GOALS TO INSPIRE AND ENABLE BUSINESS SUSTAINABLY

- Help to tackle professionals' and students' personal and organisational development and to embrace sustainable transformation in SMEs
- Enable and inspire SMEs to rethink and redesign their business model addressing sustainability from an organisational, social and economic perspective
- Have an advisory role in policy creation and adaptation
- Providing high quality knowledge and skills which are relevant and applicable for professionals, SMEs and students
- Facilitate the cooperation between key stakeholders to enhance the ecosystem and improve the visibility of upskilling best-practices via Catalyst Network







## National Catalyst CoVEs

National CoVEs serve as localised versions of the European CoVE, adapting its offers to suit the specific needs of each nation. While unified by a shared vision and purpose, these National CoVEs will possess the flexibility to cater to the diverse economic, social, and environmental landscapes of their respective regions and address very specific and relevant target groups. The national CoVEs, tailored to local contexts, extend this vision, adapting offerings to meet specific regional needs and target groups.

The National Catalyst CoVE in Austria puts its focus on sustainability in tourism, emphasizing the sector's growth and the need for eco-friendly practices. Additionally, the CoVE aims to target entrepreneurs and founders, addressing the low entrepreneurial activity and the need for concise training in sustainability practices. In Germany, the Catalyst CoVE focuses primarily on SMEs, particularly in the food, textile and ICT sectors. The aim is to facilitate sustainable change, particularly for traditionally operating companies. The selected industry in Greece, manufacturing, contributes significantly to the economy but faces challenges such as global competitiveness, innovation, and investment and is therefore put into the focus for the National Catalyst CoVE in Greece.

The Catalyst CoVE in North Macedonia addresses the national need for sustainability and business education. The selected industry, construction, is initially targeted due to legislative requirements and its significant role in the economy.

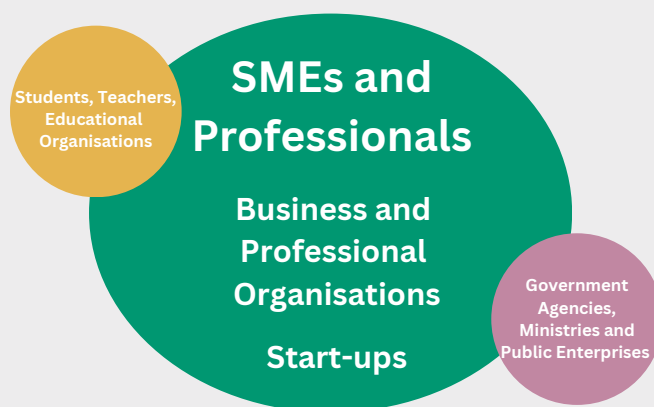
The selected industry in Portugal is the moulds and plastic sector, where the CoVE focuses on SMEs within this industry. Portugal's Moulds Cluster is a significant global player, ranking third in Europe and eighth worldwide for plastic injection mould production.

## Catalyst Partners

The Catalyst consortium consists of 16 partners, a balanced mix of 2 educational and 1 business organisation per country, coming from 5 countries: North Macedonia, Germany, Austria, Portugal and Greece, and 1 European network.

One of the strong points of this partnership is the diversity of the consortium, our different experience and expertise in specific topics, covering many aspects of sustainability and management, bringing together a multidisciplinary approach.

The consortium is enhanced with 40 associated partners, who besides the 6 core countries, come from 11 European countries: Finland, Lithuania, Netherlands, Slovenia, Poland, Bosnia and Herzegovina, UK, Albania, Serbia, Spain and Cyprus.



# Updates

Events of the network both those open to the public and those for members only





# Updates



## SAVE THE DATE

Save the date for our open call on 1st October for the CATALYST programme

**2024-10-01**

## ANNOUNCEMENT

The third Forum of Vocational Excellence where you can meet CATALYST partners in Lyon, France, September 10-12, 2024

[\*\*LEARN MORE\*\*](#)

## ANNOUNCEMENT

The International Conference on Sustainable Development, organised by our partner SDSN, in New York City, September 19-21, 2024

[\*\*LEARN MORE\*\*](#)

## SAVE THE DATE

The CATALYST International Conference in Wuppertal, Germany, November 7, 2024, VET Training Modules launch and Networking

**TO BE FINALISED**

# Society

The impact of Catalyst's work on society at large, including SDGs, good practices, and community initiatives.





The Grazer Eco Festival 2023 was a Green Event Styria (© Luke Goodlife)

## Green Events – Why go green?

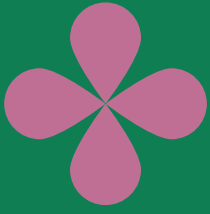
The events industry is facing many major challenges. The solution to most issues is going green and following the green events standards. There are different labels for sustainable clothing, zero waste initiatives for your home, ways to reduce emissions of kilometres travelled and many guidelines for saving energy. All those actions are well known for personal use and sometimes also in an economic / professional context. However, if it comes to congresses, sport events, music

festivals or even company parties, sustainability is often not considered. Events have a considerable carbon footprint, especially when mobility of participants, one-way marketing material and unsustainable catering is the case. A 2021 article in Nature Communications mentions that almost 10% of global GHG emissions are connected to events. In addition to this fact, the event industry is a billion-dollar business and is expected to grow on a rapid rate of about 11% in this decade.

Keeping this in mind, a sustainable approach to events is desperately needed. Fortunately, many big sporting events have made commitments in this direction, such as the Paris 2024 Olympic Games should become ‘the greenest Games ever.’ In order to live up to these high goals, national and international standards are necessary.



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**The national Austrian Ecolabel for ‘Green Events and Green Meetings’ is the first national sustainability label which allows to certify a whole event. The label was created in 2010 and involves organisers as well as participants and locations. To get the certification event planners must follow a criteria catalogue and comply with the requirements such as:**

- Environmental-friendly mobility to the event / venue;
- Environmental-friendly accommodation;
- Catering including organic food with a low carbon footprint, preferably vegetarian;
- Environmentally-friendly procurement;
- Material- and waste management;
- Inclusion of handicapped people;
- Sustainable management principles;
- Social aspects;
- and more

If event organisers attain all of the mandatory and a certain number of additional criteria, the ecolabel is awarded for a period of 4 years and subject to random-sample check-ups.

Green events have several advantages over conventional events. They are cheaper by saving resources (e.g. water, energy), lower costs for waste disposal and an image gain. The environmentally-friendly event contributes to awareness raising and regional added value. Most important, green events show clearly that a sustainable lifestyle does not collide with enjoyment and contributes to reaching the Sustainable Development Goals.



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