



T4.4 – Coaching phase report

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Project Information

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1. Introduction

The ALLVIEW project was conceived as a response to the challenges faced by the wood and furniture industry in Europe. Many countries are experiencing increasing difficulties in engaging young people in specialized technical education in this sector. It is concerning to observe that fewer and fewer young people choose to pursue targeted training in wood and furniture. Moreover, those who complete their training often do not enter the sector, contributing to a significant shortage of qualified personnel. Emerging challenges such as digitalization, Industry 4.0, the circular economy, and corporate social responsibility (CSR) necessitate a modernization of the education system, which unfortunately still relies too heavily on traditional methods and lacks the necessary competencies to address social and environmental issues.

To tackle these problems, a consortium of 22 partners from 8 European countries has initiated collaboration to create a Center of Vocational Excellence (CoVE) dedicated to the wood and furniture industry. This project, supported by the European Commission through the Erasmus+ Key Action 3 program, aims to transform the sector's challenges into opportunities by emphasizing innovation and sustainability as key elements of vocational education and training (VET). The ALLVIEW consortium includes associations, industry federations, training centers, research and innovation entities, and professionals in the wood and furniture field. Each partner brings unique specialized competencies, thereby contributing to the growth and competitiveness of the entire industry.

This report is part of Work Package 4 (WP4) of the ALLVIEW project, specifically focusing on the theme of CSR in the furniture and furnishing sector. This coaching phase, lasting 20 hours, enabled various companies and organizations from different European countries to participate in online and face-to-face training sessions, focusing on the exploration and sharing of corporate social responsibility practices. This transnational collaboration provided an opportunity to broaden knowledge and develop sustainable strategies for the sector. In total of 28 companies took part in the coaching phase.

The coaching sessions took place in numerous European countries, offering an important opportunity for learning and collaboration among companies in the sector. In Italy, CEIPES conducted a series of meetings in Palermo from May to October 2024, bringing together prominent professionals from different Studio of Architecture and Design in the province of Palermo. These events facilitated an intense exchange of ideas and best practices related to corporate social responsibility.

Meanwhile, in Lombardy, FLA organized activities in Milan, involving two local companies that were able to explore the CSR opportunities in their specific context. In Poland, SITLiD held meetings in Warsaw on February 27 and 28, 2024, with the participation of companies like JAF Company and the Carpentry Center Robakowo, which enriched the discussion with their practical experiences.

In Slovenia, WIC organized sessions in Ljubljana on September 12, 13, and 19, 2024, allowing companies such as M Sora, Lumar, and Marles Hiše Maribor to share their CSR practices and learn from other participants. Moving to the northeast Spain, AMBIT, in collaboration with ACCIO, CICAT, and R4S, organized a series of events in Barcelona from November 2023 to February 2024, which saw the participation of numerous companies in the sector, including well-known names such as ESTILUZ and Euro Building Technology.



Coaching sessions in Germany were hosted by HDH in Karlsruhe on April 22, June 19, and August 26, 2024, involving active participation from STEICO SE and Oeseder Möbelindustrie Mathias Wiemann GmbH & Co KG, who shared their experiences in the sector. AMUEBLA also took part in the project, organizing events in Yecla on October 7 and 11, 2024, where companies such as Plumas Yecla and Etimoe Decoración could interact and exchange innovative ideas.

Finally, EURADA conducted a series of activities in Brussels from July to September 2024, involving EMAC Belgium and the HABIC Cluster. These events represented an important opportunity to network the skills and experiences of European companies, thereby strengthening the link between training and responsible practices in the wood and furniture sector.

This report, therefore, is not merely a record of the activities carried out, but rather serves as a strategic document for the future of CSR in the wood and furniture sector. It illustrates how shared competencies and innovative practices are essential for the sustainable development of the industry, promoting a collaborative approach that can truly make a difference.

2. General information on the regional coaching phase

Organizer	Country	Time and Place	Level	Theme	Method	Participants
CEIPES	Italy	From May to October 2024 Palermo, Sicily	Regional	CSR	Online/in presence	3 companies from Sicily region
FLA	Italy	May – October 2024, Milan (Lombardy)	Regional	CSR	Online	2 companies from Lombardy region
SITLiD	Poland	27.02.2024 28.02.2024 Warsaw	Regional	CSR	Online	JAF company, Carpentry Center Robakowo
WIC	Slovenia	12.9. 2024 13.9.2024 19.9.2024 Ljubljana	Regional	CSR	Online	M Sora, Lumar, Marles Hiše Maribor, Rihter
AMBIT in collaboration with ACCIO, CICAT and R4S.	Spain	21/11/2023 12/12/2023 9/01/2024 23/01/2024 6/02/2024 20/02/2024 Barcelona	Regional	CSR	Online	ESTILUZ Euro Building Technology CUMELLAS / BARCELONA RUGS FARO GARCIA FAURA ROS1 NOMON INEDIT BELLAPART R&G METAL SHAPING KAVE HOME
HDH	Germany	22.04.2024, 19.06.2024, 26.08.2024; Karlsruhe	Regional	CSR	Online	STEICO SE, Oeseder Möbelindustrie Mathias Wiemann GmbH & Co KG.
AMUEBLA	Spain	7. 10.2024 11.10. 2024 Yecla	Regional	CSR	Online/in presence	Plumas Yecla Etimoee Decoración
EURADA	Belgium	July 8th to September 30th, 2024, Bruxelles	Regional	CSR	Online	EMAC Belgium, Cluster HABIC

3. Coaching phase in Italy

CEIPES

From May to October 2024, the Italian (Sicily) coaching phase of the Allview project took place, with a specific focus on Corporate Social Responsibility (CSR). This phase was organized by CEIPES and involved various companies operating in the fashion and interior design (W&F) sector. Coordinating this phase proved particularly challenging for the organizers, as it was necessary to synchronize the calendars of the participating companies, ultimately achieving a total of 20 hours of coaching activities.

Located in Palermo, one of the Studio Architecture and Design involved focuses on architectural design, interior design, design and graphic design, and the design of custom furniture for international brands. Their approach to a project begins with a thorough analysis of the context, respecting the history and characteristics of the place, and developing a design concept that evolves through constant dialogue with the client. The Studio is distinguished by its attention to detail, carefully addressing every aspect to achieve the best possible result, always prioritizing client satisfaction. Their expertise ranges from architectural design to custom furniture creation, making each project a unique and personalized experience.

The other Studio was founded with the goal of transforming each space into its best version. Each project is a challenge for them, and their work is characterized by attentive listening to the client's needs. They guide clients in aesthetic and functional choices, paying attention to details such as color schemes, materials, finishes, furniture, and lighting. Thanks to the use of the BIM (Building Information Model) method, the Studio makes project visualization immediate, offering tailor-made solutions for residential and commercial spaces. Their style is characterized by clean lines and simplicity, with space optimization that maximizes every inch.

The last one Studio is an architectural and engineering design studio based in Monreale, near Palermo. The studio mainly focuses on architectural interventions on various scales, offering services ranging from interior design to the complex management of public and private works. Their approach integrates engineering expertise with architectural creativity, with particular attention to sustainability and technological innovation, tailoring unique solutions to meet the specific needs of each client.

The coaching sessions were held online and in presence, with a flexible approach that included group meetings, Individual sessions, and autonomous activities, allowing the companies to participate according to their availability. During the process, various thematic areas related to CSR were explored, including environmental sustainability, social inclusion, and business ethics, providing companies with practical tools to integrate these principles into their daily practices.

The methodologies used were diversified and adapted to the specific needs of each company, with the goal of strengthening the understanding and application of social responsibility policies in their operational context. Through a combination of training sessions and practical exercises, companies were able to engage with real-life examples, exchange ideas, and receive personalized support to improve the social and environmental impact of their activities.

This coaching phase represented a fundamental step in the Allview project, fostering not only the growth of managerial and operational skills of the participating companies but also the development of a deeper awareness of the importance of adopting sustainable and responsible business models.



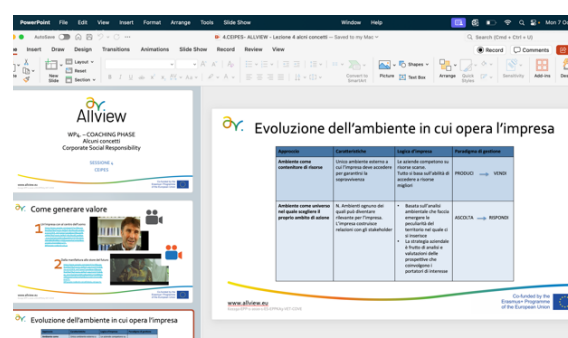
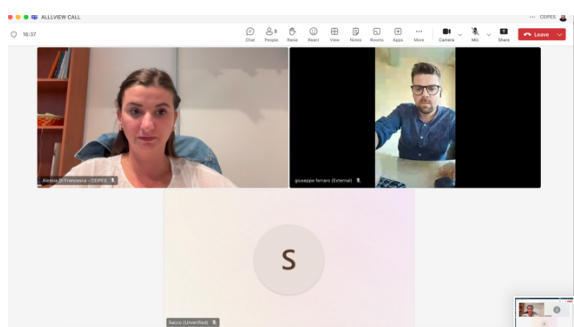
From May to October 2024, the Italian (Sicily) coaching phase of the Allview project took place, focusing specifically on Corporate Social Responsibility (CSR). This phase involved several companies operating in the wood and interior design sectors and was organized by CEIPES. The entire coaching process was structured to offer online training sessions, both group and individual, face to face meeting and self-training activities. The materials developed as part of the Allview

project, particularly from Work Package 4 (WP4), were utilized. These materials included best practices on CSR, national and European policies, and a guide on how to implement CSR in SMEs.

On 22nd of May 2024, the coaching phase officially kicked off with a comprehensive introductory session on CSR. The companies participated in a group training session where the importance of corporate social responsibility in the current context was discussed. The goal was to help them understand how a sustainable and responsible approach not only enhances a company's image but also brings long-term benefits, such as greater operational efficiency and cost reduction. National and European policies on CSR were presented, alongside examples of best practices, using resources from the WP4 of the Allview project. In the afternoon, the companies worked autonomously on practical exercises, including drafting a preliminary action plan to integrate CSR into their daily activities. Each company identified areas for improvement and began reflecting on how CSR could be implemented within their specific business dynamics.

During the first day of the coaching phase a self-assessment questionnaire was administered to help gauge each company's existing knowledge and level of implementation of Corporate Social Responsibility (CSR) practices. This questionnaire allowed the companies to reflect on their current understanding of CSR, the strategies they had in place, and the extent to which they were already incorporating social and environmental considerations into their business operations.

The results revealed a wide range of familiarity with CSR principles. Some companies, like one of the Studio focused on Architecture and Design, had already begun integrating sustainable materials into their work, but sought further guidance on formalizing these efforts within a broader CSR framework. The other one Studio showed interest in exploring more structured ways to implement CSR, particularly in areas related to energy efficiency and sustainable design practices, while the last one was primarily focused on how to balance the technical aspects of engineering projects with social and environmental responsibilities.





The feedback from the initial self-assessment allowed the coaching team to tailor the sessions to the specific needs and knowledge gaps of each company. Throughout the process, companies appreciated the practical, hands-on approach of the training, especially the personalized coaching sessions. These sessions gave them an opportunity to address the unique challenges they faced, receive expert guidance, and develop actionable plans for the future.

In June 2024, the 24th, was crucial, as it was dedicated to personalized coaching sessions for each company. In the morning, representatives from the different Studios had the opportunity to consult directly with the coaches, receiving tailored advice to address their specific CSR-related challenges. One of the Studio expressed particular interest in integrating sustainable materials into the production of custom furniture, while another one Studio explored the advanced use of BIM to optimize energy efficiency in their projects. The last one Studio, on the other hand, focused on techniques to integrate sustainability into large-scale civil engineering projects. In the afternoon, the companies participated in a self-training session, working on an analysis of their internal policies and suppliers to evaluate how well these aligned with CSR principles. The aim was to define a sustainable strategy that would not only benefit their business but also consider environmental and social needs.

The final day, October 15th, 2024, was devoted to reviewing and wrapping up the coaching phase. During the morning group session, the companies presented their progress so far, showcasing the CSR plans they had developed. These plans were reviewed by the group and the coaches, who provided feedback and suggestions for further improving the effectiveness of the proposed strategies. The exchange of ideas among the companies was particularly valuable at this stage, allowing them to share innovative solutions and ideas for overcoming operational and organizational challenges related to CSR implementation.



In the afternoon, the companies participated in a self-reflection session, during which they set out the next steps to concretely and sustainably integrate CSR into their business practices. Medium-term goals were established, along with Key Performance Indicators (KPIs) to monitor progress in areas such as sustainability, social inclusion, and business ethics. The coaching phase concluded with the companies gaining a deeper understanding of the importance of adopting sustainable business models, not only to enhance their reputation but also to ensure responsible, long-term growth.



By the end of the coaching phase, companies reported feeling significantly more confident in their ability to implement CSR principles effectively. They also expressed a better understanding of how CSR could positively impact not only their reputation but also their operational efficiency and long-term success. This shift in mindset was one of the most significant outcomes of the phase, as companies moved from seeing CSR as a theoretical concept to recognizing its practical value in everyday business operations.

The coaching phase of the Allview project proved to be a crucial step for the participating companies in understanding and integrating Corporate Social Responsibility (CSR) into their business models. This phase highlighted how important CSR is not only for the companies themselves but also for the broader territory in which they operate, specifically Sicily and, in particular, the area of Palermo and its province. For businesses in this region, CSR represents a unique opportunity to contribute to the social, economic, and environmental development of the local community, where issues like unemployment, environmental sustainability, and social inclusion are particularly relevant.

The companies involved in this coaching phase recognized the importance of aligning their activities with sustainable and responsible business practices. Sicily, with its rich cultural heritage and natural resources, offers a distinct context where responsible business actions can have a profound and positive impact on the local environment and society. By adopting CSR principles, these companies can not only improve their brand image and competitiveness but also play a key role in driving social change and promoting sustainable growth in the region.

This coaching experience, therefore, was not just an internal learning opportunity but also a moment of reflection on the importance of territorial impact. The ability to create value for the community, protect natural resources, and foster ethical labor practices is vital in a place like Palermo, where businesses can directly contribute to the wellbeing of the population and the preservation of the island's unique landscape.

The benefits of CSR go beyond environmental sustainability; they include the enhancement of social cohesion, stronger relationships with local stakeholders, and the creation of more inclusive business practices that contribute to the overall prosperity of the area. For companies, this translates into not only a competitive edge in the market but also greater employee satisfaction, customer loyalty, and long-term financial success.



In conclusion, this coaching phase has been a fundamental stepping stone for the companies in question, providing them with the tools, knowledge, and strategies to implement CSR in a meaningful and impactful way. By embedding CSR into their core operations, these businesses can help foster a culture of responsibility that benefits both their growth and the development of the local territory, positioning themselves as leaders in the sustainable transformation of the Palermo region. This phase represents a solid foundation upon which these companies can continue to build, ensuring their contributions to a more sustainable and socially responsible future.

FEDERLEGNO ARREDO

FederlegnoArredo launched a comprehensive and systematic program in 2023 to support Italian wood-furniture companies in facing the sustainable and circular transition. This program was motivated by the growing demand from companies for adequate tools to address the regulatory complexity at regional, national, and European levels, which governs various areas concerning environmental sustainability. In the 2023-2024 biennium, FLA developed the [FLA Plus digital platform](#), which includes a set of tools and aids to support the ecological transition of the sector. Additionally, a parallel program of digital initiatives was launched to delve into key issues for the sector, with a particular focus on compliance with relevant regulations.

In parallel, FLA developed the [FurnCSR project](#), co-financed by the European Commission under the Social Dialogue program, to equip European wood-furniture companies with tools to self-assess their readiness in CSR and a guide to implement CSR strategies across all business areas.

Both tools developed by FurnCSR have been made available to Italian companies and communicated through an intensive launch campaign to promote the dissemination of CSR principles in the sector. Some companies participated in a pilot phase to test the proposed tools ([self-assessment tool](#) and [CSR implementation Handbook](#)), requesting a specific focus on environmental sustainability.

The survey developed with FurnCSR exemplifies different levels of maturity in the implementation of CSR strategies. **The first level corresponds to compliance with current regulations.** This is not always easy to achieve: the regulations that a company is required to comply with on a national, regional, and local basis increasingly stem from European directives, which often take several years to become effective national laws. The demand from companies is to know these measures as soon as they are released, so that they have time to adapt products, processes, internal procedures, and communication tools in a timely manner, with an appropriate investment of resources.

In this context, the webinar "How will the new Ecodesign Regulation influence corporate strategies? Analysis of potential requirements for companies" was organized on 24th of May 2024.

The workshop served as a pivotal juncture in examining the practical application of ESPR regulation principles within wood and furniture industry and its impact on the development of corporate strategies for the coming four years.

The event aimed to address the following questions:

- How will the regulation's requirements impact the furniture sector?
- What requirements can be expected for furniture and mattresses?
- What is the DPP and how does it work?
- Will there be restrictions on the use of certain substances?
- What actions need to be implemented immediately to strategically prepare for the new ESPR regulation?

- What is the impact on the value chain, supplier selection, company procedures of the new ESPR regulation, and how does it integrate into the overall corporate CSR strategy?

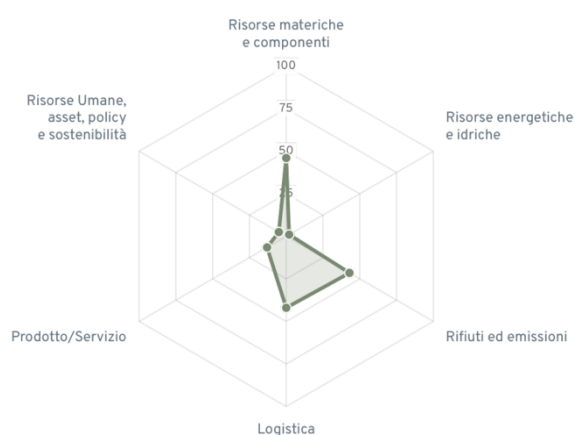
The workshop, held on May 24, 2024, online and open to all FLA members, provided a rich experience of content and stimulating discussions.

However, the need for systematic training and coaching has emerged, especially to comply with the numerous requirements imposed by current legislation (ESPR, R2R, EUDR) and voluntary certifications for sustainability (over 450 worldwide!).

After that, FLA launched an open call among its members in the furniture industry to stimulate a guided path towards an ecological and circular transition, combining the tools provided by the ALLVIEW project and the FunrCSR project.

A first step was a training phase in the use of the [FLA Plus platform](#) and the tools it contains. In particular:

- The **TECLA Tool** (Circular Economy Transition Self-Assessment Tool) - in Italian 'Tool per l'Economia Circolare nel LegnoArredo'. The Tool for the Circular Economy in Wood-Furniture, is the tool to measure the circularity of companies' processes, thanks to the UNI/TS 11820 technical specification, to highlight critical areas and to identify solutions for their improvement.
- Circularity indicators are divided into 6 categories:
 - a. Material resources and components (Material)
 - b. Energy and water resources (Energy)
 - c. Waste and emissions (Waste)
 - d. Logistics (Logistics)
 - e. Product/Service (Product/Service)
 - f. Human resources, assets, policy and sustainability (HR/Policy)



Companies were invited to complete the survey and share the results with FLA (Environment and Circular Economy Office), on voluntary basis. The results were not shared with other companies. Only one company - operating in the luxury and customised furniture sector - agreed to share the results anonymously.

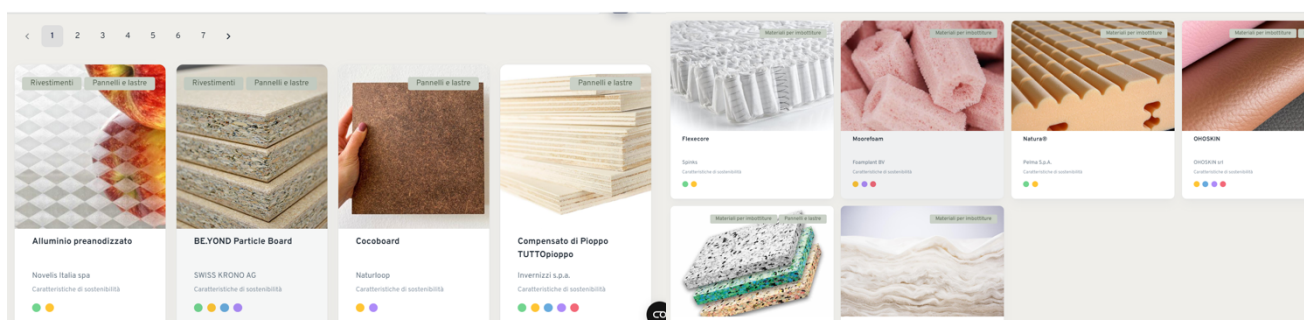
Example of TECLA outcome

The Material Library **MATERIALLY** - A database of materials and manufacturers for the wood-furniture sector that focuses on their environmental sustainability characteristics.

The database contains about 100 materials, divided into:

- Panels and slabs
- Surfaces and coating
- Raw materials
- Semi-finished products
- Upholstery materials

Companies were invited to imagine redesigning one of their products, using one of the new innovative and sustainable materials in the database. The exercise aimed to define the impact on production processes, the supply chain, training of workers and employees and communication towards the end customer.

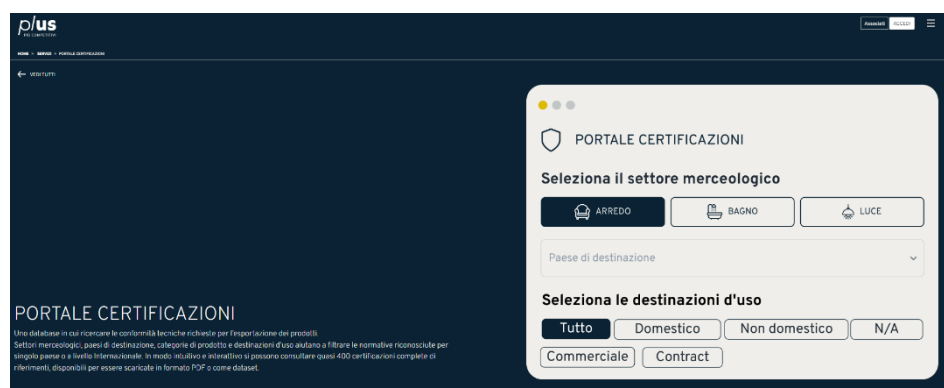


- The Certification Portal

A database in which to search for technical compliances required for exporting products. Product sectors, destination countries, product categories and intended uses help to filter recognised standards by individual country or internationally. Nearly 400 certifications complete with references can be consulted intuitively and interactively and are available for download in PDF format or as a dataset.

It is possible to filter certifications through:

- 60 different countries worldwide.
- 3 product macro-categories.
- 21 product categories.
- 6 different use cases.



- And deepen their uses thanks to specific documentation and dedicated webinars.

The fourth tool made available to companies is the **self-assessment tool** developed with the EU FurnCSR project. A

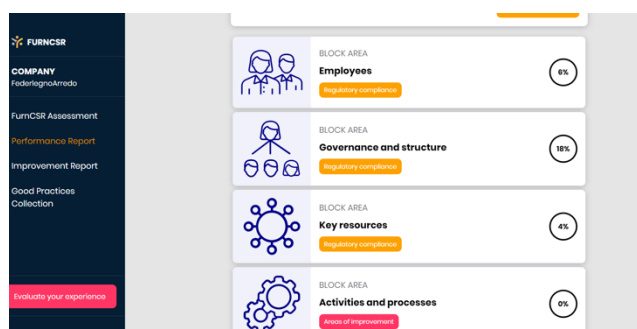
tool for mature companies that wish to have a general orientation for the implementation of CSR strategies. All questions in FurnCSR tool are organized following the main business blocks of a socially responsible furniture company. This is the FurnCSR Business CANVAS. Manufacturing and internal operations are on the left side of the canvas, while the offering and external experiences are depicted on the right side. A triple layered approach (economic/organizational, societal and environmental) to evaluate CSR-oriented business activities in each block.

FurnCSR identifies 6 impact areas:

- g. Employees

- h. Governance and Structure
- i. Key Resources
- j. Activities and Processes
- k. Supply Chain and Partners
- l. Value Proposition
- m. Customers and beneficiaries
- n. Stakeholders
- o. Relationship Spaces
- p. Costs
- q. Value Return

The questionnaire is made of 80 questions.



The outcome represents the CSR maturity for each company, along 12 different axes. It includes two different reports:

- The Performance Report with the score achieved in each dimension
- The Improvement Report with the indication of the strategies and practices to be implemented to improve the general score.

A repository of targeted best practices addresses the

implementation of the improvement strategies.

Finally, the body of documents developed in the ALLVIEW WP4 on sustainability (environmental and social) and inclusion was made available to companies. There are some good practices, often supported by economic or training contributions from local authorities, which are still uncommon.

On the other hand, sensitivity to the issue of environmental sustainability is very strong. The coaching phase focused on this topic.

Two companies in the furniture district in Lombardy (northern Italy) requested coaching for:

- be guided in the use of the available tools
- understand which strategies to implement

One of these chose to use TECLA for an initial assessment of its level of circular maturity. Several critical areas were highlighted:

- lack of an internal company figure properly trained to deal with the ecological and circular transition (today they have a network of consultants to support regulatory compliance)
- given a production entirely dedicated to export to numerous foreign countries, the culture of voluntary certifications is quite developed and well known. The PEFC and FSC standards are well-known
- need to activate product sustainability verification systems (LCA/EPD), also in the light of the recently promulgated ESPR legislation.

In the field of CSR, informal and unstructured actions are implemented in favour of the territory (subsidies to local NGOs and associations, sporadic interactions with local schools and employment offices/specialised recruitment agencies). There are no active training paths towards the inclusion of migrants or the disabled. However, important initiatives to share the company's values with customers and employees have been implemented.



The 'Dream Library', which collects books and publications about dreams and dreaming, is available in the company for anyone to consult and borrow and the 'Dreamwall', which collects the dreams of employees, their children and the stakeholders' community, located on a physical wall in the corporate building.

The intervention with the consultants from FederlegnoArredo has identified a roadmap consisting of the following steps:

- Identification of an internal figure within the company responsible for all matters related to environmental regulations and sustainability.
- FLA will provide to the company with a Guide to implementing the ESPR and will regularly update the company on training initiatives to develop internal regulatory compliance on environmental issues (waste, energy savings, emissions of volatile substances, EUDR).
- Consulting with a specialized company to support the organization in energy savings.
- Follow-up every three months to assess the progress made and the next steps.

The other company chose to use the FurnCSR Tool for an initial assessment of its level of CSR. Several critical areas were highlighted:

- Although there is a strong focus on regulatory compliance and product certification based on the most widely used certification schemes, the company lacks a comprehensive strategy for implementing CSR (Corporate Social Responsibility)
- Several clear strengths have emerged: the small size of the company allows for the implementation of tailored training programs for all staff; moreover, the company has long tradition of collaboration with the local area, both in terms of suppliers and support for local associations.
- Need to activate product sustainability verification systems (LCA/EPD), to understand and communicate sustainability values both to customers and suppliers.
- Need to implement systematic training programmes on regulatory compliance for the company's senior management.
- Thanks to their strong local roots, the company can establish fruitful collaborations with the education system, both in Vocational Education and Training (VET) and Higher Education (HE)

In conclusion, the companies that took part in the coaching phase of ALLVIEW represent two different examples in terms of size, sector of activity, and market development. However, some common elements clearly emerge:

- CSR is a topic that is very rarely present in the strategies of Italian SMEs. It remains an abstract concept, lacking in concreteness
- However, the Italian model of furniture companies, based on industrial districts, fosters a strong sense of collaboration with the local area and support for the community. Companies proudly consider themselves part of the region, often rely on local suppliers, and maintain personal relationships with collaborators and workers
- The cost of labour is very high in Italy. Despite this, production is entirely Made in Italy. The Made in Italy brand is an essential value in the furniture sector, and no phases of production are outsourced
- It is very challenging for Italian SMEs to implement integration pathways for migrants, disabled individuals, and vulnerable workers. The small size of these companies does not allow for the inclusion of tutors or mediators to facilitate the integration of these workers into the organization. They prefer to support cooperatives that employ vulnerable individuals through monetary donations.



- Environmental sustainability, on the other hand, is a shared priority. Companies ask their industry associations or regional clusters to support them with training, assistance in regulatory compliance, and tools to enhance and communicate the sustainability of their products
- Companies declare that in the next three years, their efforts and financial investments will be directed towards the development of voluntary environmental certifications, particularly for third countries.
- Another area that will require investment is end-of-life management. The second-hand market for furniture products is still underdeveloped, as is the recycling of furniture products at the end of their life, which are currently all destined for landfill.
- There is scope for synergistic initiatives among companies to recover end-of-life products and launch circular economy projects, both in closed-loop systems and through industrial symbiosis with other sectors (textiles, construction).

4. Coaching phase in Poland

SITLiD

The coaching sessions in Poland were held on February 27-28, 2024, utilizing the teaching facilities at the Warsaw University of Life Sciences. Over the course of two days, the SITLiD team conducted 20 hours of coaching aimed at presenting information on the contents of the CSR (Corporate Social Responsibility) deliveries and their implementation within company operations. These activities were part of Work Package 4, Task 4, which focuses on identifying potential enterprises and providing coaching support.

The meeting was attended by 27 representatives from JAF, a company that has been operating in Poland since 2008. JAF has established three branches: Gądko near Poznań, Małopole near Warsaw, and the Carpentry Center in Robakowo, near Poznań. Specializing in the supply of materials and services for the wood industry, JAF caters to both the furniture and construction sectors. The company also operates its own carpentry center, offering services such as wood painting and impregnation, as well as the construction of terraces and facades.

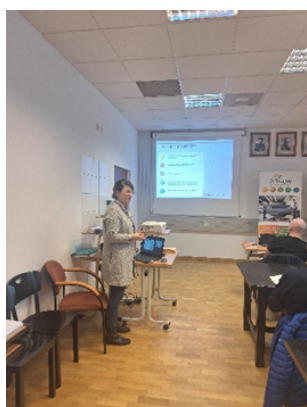
During the meeting, various CSR-related topics were discussed, utilizing materials developed as part of Work Package 4. These materials included reports on the identification of regional and national policies regarding CSR, focusing on the circular economy, as well as reports addressing issues related to migrants, refugees, and individuals with special needs. Additionally, a guide to best practices for CSR in the furniture and wood sector was presented, along with a framework for assessing Social Return on Investment.

The CSR coaching session commenced with an official welcome from Dr. Paweł Kozakiewicz, the SITLiD leader for the ALLVIEW project and Associate Professor. To set a positive tone for the training program, an icebreaker activity called Snap Introduction was introduced. This engaging exercise allowed each participant to provide a brief introduction in a mix of formal and informal styles. Participants shared their names, job positions, and a brief overview of their professional experiences, which varied widely in duration—from four months to 15 years. Additionally, they shared information about their hobbies and interests outside of work.

To lead by example, the organizers began with a brief introduction of themselves, emphasizing the challenge of summarizing one's background in just a few words. The Snap Introduction not only created a fun and lively atmosphere at the start of the training but also effectively broke down initial barriers among participants and fostered positive energy. This opening segment also included essential formalities, such as signing the attendance list and completing CSR surveys prior to the training.



Following the welcoming remarks and the icebreaker activity, Dr. Agnieszka Laskowska delivered a presentation on the ALLVIEW project, outlining its primary objectives. Additionally, Dr. Monika Marchwicka introduced the ALLVIEW platform, a dedicated space designed for professionals in the wood sector to connect and collaborate. Participants were encouraged to create accounts on the platform to enhance their networking opportunities. Furthermore, the ALLVIEW website was presented as a valuable resource, containing all relevant reports and information for the participants.



The CSR training commenced with a session led by Dr. Agnieszka Laskowska, which focused on defining Corporate Social Responsibility and highlighting its significance in the business world. Co-hosts Dr. Agnieszka Jankowska and Dr. Paweł Kozakiewicz, Associate Professor, supported her throughout the session.

Participants were introduced to the business case for CSR, helping them understand the benefits it brings not only to companies but also to employees and the wider community. The program aimed to provide a comprehensive understanding of Corporate Social Responsibility, guiding attendees through key concepts, practical implementation strategies, and global best practices.

The training was structured into various modules to ensure an accessible approach to integrating CSR into business operations. To inspire participants and offer practical insights, international best practices were presented and discussed, featuring case studies from successful CSR initiatives within the wood industry worldwide.

These examples allowed participants to learn from real-world applications while also highlighting cultural and regional variations in CSR strategies, thereby providing a global perspective. Many of the ALLVIEW reports served as key resources for these sessions.

Throughout the training, discussions and Q&A sessions were encouraged to foster participant engagement and address specific queries. Open discussions followed each theme presented, and participants were invited to ask questions or share comments at any point during the presentations.



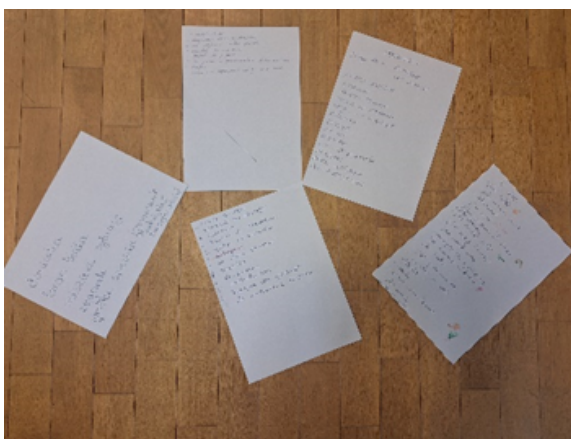


Adopting a practical approach, the training program featured interactive activities and games, including the previously mentioned Snap Introduction. These team-building exercises were designed to foster creativity, collaboration, and effective communication among participants. This segment was led by Dr. Monika Marchwicka



By mid-day the CSR training included a game where participants had to show their creativity, and which gave a chance to take a break from absorbing a lot of information. Divided into five groups, each given one everyday object - a mug, hammer, candlestick, stapler or helmet - participants had to find unconventional uses for these mundane objects. The moderator initiated the game by setting the rules and igniting the spark of creativity within the groups (which wasn't a hard task due to the really a communicative and cheerful group). The teams engaged in a spirited brainstorming session. The atmosphere was full of collaborative energy as participants exchanged ideas. One group that drew the helmet exceeded expectations, finding as many as 18 alternative uses. They listed uses such as a flowerpot, a musical instrument, a hair straightener, a bowl and many others. The variety of ideas was testament to the enormous creativity of the participants. It was difficult to choose the best idea due to the very high number of great ideas.

The game concluded encouraging participants to reflect on the importance of creative problem solving, overcoming mental barriers and practically applying these skills to their CSR initiatives in the timber industry. In essence, the Unusual Uses for Everyday Objects game not only showcased the participants' inventive prowess but also fostered a collaborative mindset primed for innovative thinking — a mindset indispensable in the realm of CSR practices in the wood industry.



Particular attention was given to analyzing best practices implemented by companies in Poland's wood and furniture sectors. This section was led by Dr. Paweł Kozakiewicz, Associate Professor. Representatives from JAF elaborated on the CSR initiatives undertaken by their company, providing valuable insights into their experiences. Participants expressed a strong interest in engaging in CSR activities at local, regional, national, and European levels.

The second session commenced with a presentation aimed at equipping participants with the knowledge, skills, and motivation needed to integrate sustainable and socially responsible practices into the core operations of companies in the wood industry. This segment was led by Dr. Agnieszka Laskowska. Among other topics, the session covered widely recognized CSR frameworks and standards, including ISO 26000. The presentation explained how these standards guide companies in implementing and reporting on their CSR initiatives.

Emphasis was placed on the importance of transparent reporting, as companies are increasingly expected to communicate their CSR efforts to the public, detailing their social and environmental impacts. Such communication not only enhances a company's brand image but also boosts customer loyalty and improves employee morale.

Participants were introduced to a Polish government website designed to support the implementation of CSR strategies within businesses. Additionally, a short video showcasing exemplary CSR practices from Polish companies was presented.



This section was led by Dr. Paweł Kozakiewicz, Associate Professor, and Dr. Agnieszka Jankowska. The presentation focused on the unique challenges and opportunities for implementing CSR within the wood industry. Emphasis was placed on the necessity of integrating sustainability into business practices and addressing specific environmental challenges faced by the industry.

The environmental impact of responsible sourcing practices was highlighted, demonstrating how sustainable sourcing aligns with CSR goals by reducing environmental impact and promoting responsible forestry practices. The role of certifications such as FSC (Forest Stewardship Council) in ensuring that wood products originate from responsibly managed forests was strongly emphasized and actively discussed among participants.

The speakers also underscored the importance of product quality in relation to CSR, reflecting a commitment to customer satisfaction and the longevity of products. It was explained how adherence to quality standards contributes to CSR by minimizing waste and enhancing customer satisfaction. Furthermore, educating customers about the quality and durability of products is an essential aspect of CSR values.

During an informal discussion, the company shared examples of everyday challenges they face with their customers. This dialogue provided an opportunity to collaboratively address and seek solutions to some of these issues.



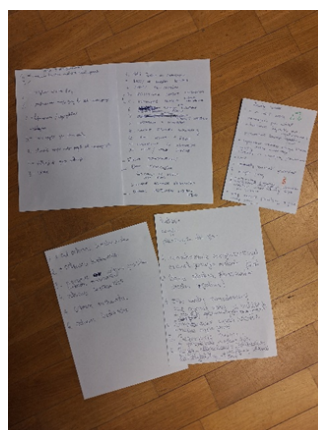
Engaging games were also conducted on the second day of the training, led by Dr. Monika Marchwicka. The first activity was a CSR-related game titled "Create the Perfect Company." Participants were divided into four teams, each tasked with collaboratively designing an ideal company while focusing on a specific area of CSR:

- Team 1: Environmental Protection
- Team 2: Human Resources
- Team 3: Inclusion of People with Disabilities
- Team 4: Local Engagement

Within each team, participants reflected on three key aspects:

1. **Factors to Consider:** What elements should be taken into account to ensure the company operates in accordance with CSR principles in their designated area?
2. **Benefits of CSR:** What advantages does the company gain from integrating CSR principles into its operations?
3. **Societal Impact:** How do the company's CSR initiatives positively affect society?

Each team prepared a brief presentation to showcase their company's CSR initiatives, emphasizing the specific actions they proposed for their assigned area. The game concluded with an open discussion, inviting participants to share insights, lessons learned, and potential real-world applications of CSR principles. They also discussed the CSR solutions their companies have already implemented.





The second game, titled "TOP 10," challenged participants to guess the top 10 companies known for their outstanding CSR reputations and leadership in socially responsible business practices. This quiz game was designed not as a knowledge test about these socially responsible giants but as an educational tool to foster awareness and appreciation for companies making a positive impact on the world. The list of the TOP 10 companies was drawn from Forbes articles published in 2012, 2013, and 2019, which highlighted the ten companies with the best CSR reputations.

At the end of the coaching session, the participants completed surveys on CSR, with 27 JAF employees participating. The survey revealed that JAF operates in the private sector and employs between 50 to 250 individuals. Human resources management is overseen by the company's director or management team.

In the survey's employment factors section, most respondents (90%) indicated that the company does not currently employ individuals with disabilities, migrants, refugees, or other particularly vulnerable groups. When asked about the importance of various factors in employing people with disabilities, 22 employees (82% of respondents) noted that the following issues are very significant: prior experience in hiring disabled individuals, the employer's commitment to socially responsible practices, and the disabled person's ability to meet the job's professional requirements.

Moreover, 14 employees (52% of respondents) expressed that employers often hesitate to hire individuals with disabilities due to a lack of information on where to find suitable candidates, unawareness of available professional counseling and support services, and insufficient knowledge of successful practices and positive experiences of other employers who have hired people with disabilities.

Seventeen employees (63% of respondents) identified key potential benefits of employing individuals with disabilities for an organization, including enhanced reputation with business partners, customers, and the local community, as well as improved workplace atmosphere and cohesion among employees when retaining workers who become disabled.

In the third part of the survey, employees responded to questions regarding the concept of Corporate Social Responsibility. Notably, 23 employees (85% of respondents) indicated that all CSR features listed in the survey were important (rated as 4) or very important (rated as 5). The respondents highlighted the following CSR attributes as particularly significant: enhancing company reputation, employee satisfaction, respect for human rights, fair treatment of suppliers and consumers, consideration of employee feedback, increased profitability, and environmental stewardship. Approximately 78% of the surveyed employees (21 individuals) agreed (rated as 4) or strongly agreed (rated as 5) with statements emphasizing that a company is socially responsible if it respects the dignity of all market stakeholders, promotes innovation for competitive advantage, contributes to efficiency and reputation, and engages with the broader community through support for education, sports, culture, and more.

Furthermore, 21 employees (78% of respondents) viewed donor/sponsorship activities (in sports, music, and culture), support for projects aimed at youth, and the promotion of human capital development as important (rated as 4) or very important (rated as 5) roles for the company.

The subsequent section of the survey examined attitudes towards employees. A significant 25 respondents (93%) considered all the company characteristics listed in question 12 as important or very important, including:

- Job security
- Respect for human rights

- Business growth and profit maximization
- Promotion of women's advancement
- Attitudes towards women, ethnic minorities, and individuals with disabilities in employment
- Awareness-raising and employee engagement
- Development of relationships with suppliers and consumers
- Workplace safety and health
- Appropriate working conditions
- Fair treatment of employees
- Additionally, 22 employees (82% of respondents) agreed (rated as 4) or strongly agreed (rated as 5) with statements asserting that their employer:
 - Employs individuals from socially disadvantaged groups
 - Provides equal opportunities for education, training, and career advancement
 - Consults staff on significant business matters
 - Encourages social activism among employees (in culture, sports, etc.) and offers suitable working conditions
 - Respects the dignity and reputation of all employees in its operations



The next section of the survey focused on employees' attitudes towards the company. Twenty employees (74% of respondents) expressed pride in being part of the organization, enjoyed discussing their company with friends, acquaintances, and family, and planned to stay with the company for at least another two years. They also had a positive view of their company, were willing to put in extra effort to support its growth, recommended it as a good place to work, and felt a strong sense of belonging.

When asked about the company's overall performance, 21 employees (78% of respondents) agreed (rated as 4) or strongly agreed (rated as 5) that the employer values employee input, fostering a sense of connection with the company. They also agreed that a socially responsible approach to employees leads to long-term positive results for the business, acknowledged that employee satisfaction is crucial to the company's success, and appreciated the company's support in helping staff balance work and family life.

Another part of the survey explored the role of Corporate Social Responsibility during economic crises. A significant 22 employees (82% of respondents) agreed (rated as 4) or totally agreed (rated as 5) with the following statements:

- The company employs mainly permanent staff
- It respects human rights
- It offers equal opportunities for education, training, and career advancement
- It listens to employee suggestions
- It promotes workplace health and safety
- It maintains honesty with suppliers and consumers
- Despite the economic crisis, the company continues to prioritize employee well-being, recognizing that motivated staff will be in high demand post-crisis
- It provides suitable working conditions

The feedback from JAF employees reflects a highly positive view of the company's efforts in these areas. Regarding demographic data, 17 employees (63%) provided responses, consisting of 9 men and 8 women. The age distribution included 3 employees aged 23-35, 6 employees aged 35-45, and 8 employees aged 45-55. In terms of education, 14 participants held higher education degrees, 2 had completed high school, and 1 had a university degree. Of the 17 respondents, 9 had over 10 years of work experience, 3 had less than 5 years of experience, and 4 had between 5 and 10 years of experience. The training concluded with a formal closing ceremony, during which participants provided feedback on the course, and certificates of completion were presented to them.



Through the coaching sessions, JAF has been able to unlock its full potential, allowing the company to break through existing barriers, expand its comfort zone, and gain a deeper understanding of both its internal operations and the needs of the external environment. This enhanced awareness enables JAF to respond more effectively to these needs. The data gathered under Work Package 4 from project partners has proven to be highly valuable. Importantly, JAF has since taken significant steps to further strengthen its commitment to corporate social responsibility, broadening the scope of its CSR initiatives.

4. Coaching phase in Slovenia

WIC

The coaching sessions were held on September 12, 13, and 19, 2024, in Ljubljana, Slovenia. The workshop was conducted via the ZOOM platform, with a total of 20 hours of coaching completed over the course of three days. Representatives of the Wood Industry Cluster of Slovenia, including Mateja Habjan and Bernard Likar, attended the meetings.

On the first day of the coaching phase, three participants from different companies took part:

- **M Sora** - M Sora is a joint-stock company founded in 1948, originally focused on the procurement of agricultural and forestry products. Over time, the company has embraced new technologies and methods, developing an environmentally friendly business model. Today, M Sora is renowned for its innovative timber windows, sliding doors, and custom-made standard doors. These products seamlessly complement diverse architectural styles while adding a distinctive touch to modern buildings.
- **Lumar IG** - Lumar IG is a leading Slovenian manufacturer of Nearly Zero-Energy Buildings (NZEBS). Their philosophy centers on creating new trends and high-quality buildings that offer maximum living comfort with minimal environmental impact, ensuring the best price-quality ratio.
- **Marles Hiše Maribor** - Marles Hiše Maribor is Slovenia's oldest and largest manufacturer of prefabricated buildings. With over 70 years of experience, they have built more than 27,000 individual buildings and over 400 kindergartens and schools. Marles plays a strategic role in advancing prefabricated construction through its collaborations with research institutions, industry competitors, and business partners.
- **Rihter** - Rihter specializes in the production of custom-made, low-energy, and nearly zero-energy prefabricated houses. Each Rihter home is uniquely tailored to the client's specifications, ensuring that every building, regardless of type, meets the individual needs and desires of the customer.
- These sessions facilitated important exchanges between industry leaders and the coaching participants, focusing on innovation and sustainability in the construction and wood industries.

The coaching session addressed issues related to Corporate Social Responsibility (CSR) and was based on materials developed within WP4, along with training resources provided by the coach.

Prior to the start of the coaching phase, a questionnaire was distributed to participants to assess their initial understanding of CSR. The session began with an official welcome from Mr. Bernard Likar, B.Sc., leader of the Wood Industry Cluster (WIC) in the ALLVIEW project. Following this, a brief presentation was given outlining the goals and achievements of the ALLVIEW project.

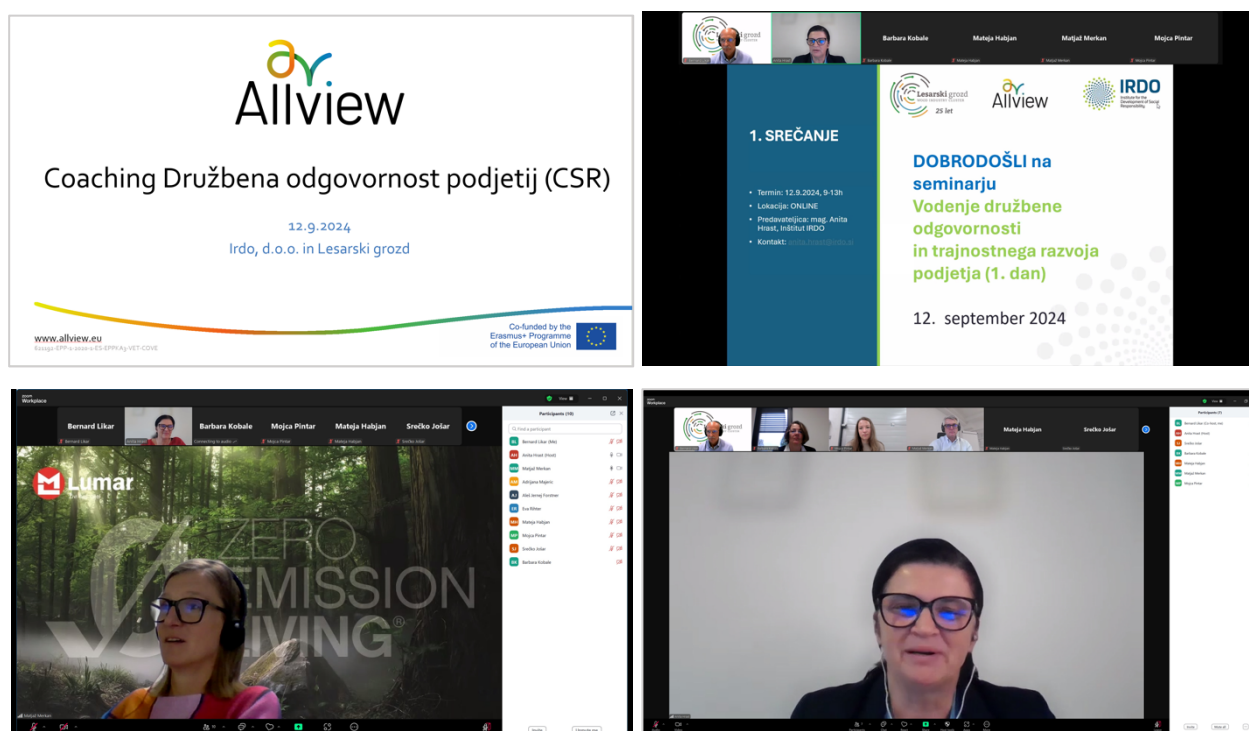
Each participant then introduced themselves by sharing their name, job position, professional background and hobbies, giving a personal touch to the introductions.

During the meeting, participants reached a consensus on how the coaching process would proceed:

1. Participants could choose to attend without exams or homework, receiving a certificate of attendance upon completion of the coaching session.

2. Alternatively, participants could opt for a more structured path, which included three homework assignments and an exam. Those who completed this would receive not only a certificate of participation but also an additional certificate titled "Leader for Social Responsibility and Sustainable Development (Level 1)."

This flexible approach allowed attendees to engage in the coaching process based on their preferred level of commitment and desired outcomes.



After the welcoming part, there was a presentation about the ALLVIEW project, highlighting its main goals, provided by Bernard Likar. Also, ALLVIEW platform, a space created for people in the wood sector industry to connect, was shown. The participants were encouraged to discover the platform. An ALLVIEW website with all reports was presented to the participants as a source of information.

After project presentation and after participants introduction, the coach Anita Hrast took the floor. At the first day of coaching phase the participants were introduced to:

- What is CSR and what is sustainable development – basic concepts and definitions, what are the benefits, examples,
- Historical and theoretical outline of the CSR concept
- Global and EU policies
- Revised legislation and new requirements for businesses

The content was followed by a discussion with the participants.

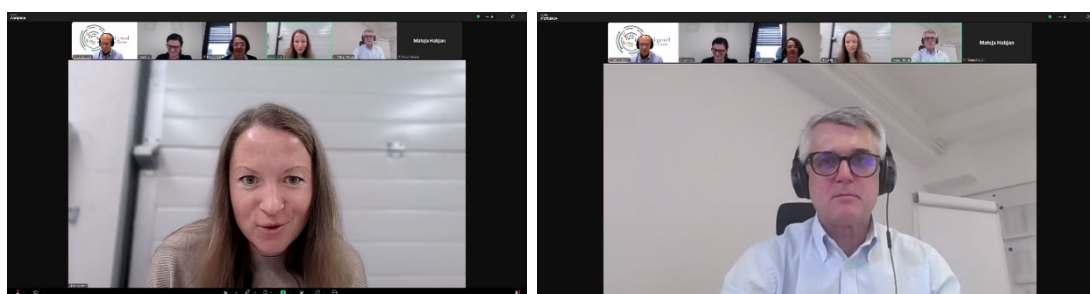
The session started with a presentation to empower participants with the knowledge, skills, and motivation to integrate sustainable and socially responsible practices into the core operations of the wood industry company. This section was also led by coach Anita Hrast.

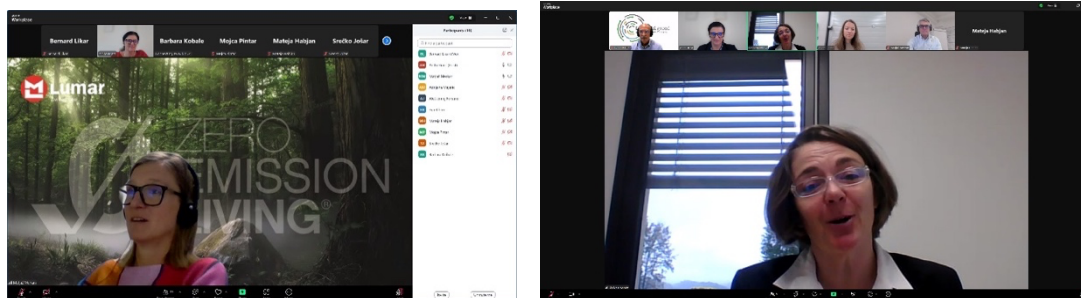
In this session, participants have learnt about:

- a) How to develop a CSR strategy
- b) Research and Define CSR Plan (Identify Key Issues, Engage Stakeholders)
- c) Set Clear Goals (Short, Medium, and Long-Term Goals, align with business strategy)
- d) Develop the Strategy (Create a Detailed Plan, Benchmarking and Best Practices)
- e) Implementation (Internal Communication, External Partnerships)
- f) Monitor and report (Track Progress, Transparent Reporting)
- g) Review and Improve (Continuous Improvement)
- h) How to report and communicate it internally and externally

Internal Communication	External communication
Regular Updates (Intranet and Newsletters, Town Hall Meetings)	Transparency and Reporting (Annual CSR Reports, Third-Party Audits)
Employee Involvement (Workshops and Training, Feedback Mechanisms)	Digital and Social Media (Social Media Campaigns, Website Updates)
Visual Communication (Infographics and Dashboards)	Press and Public Relations (Press Releases, Media Partnerships)
	Stakeholder Engagement (Community Events, Surveys and Feedback)

1. How to train company staff to manage CSR and sustainable development
2. How to form a project team and strategically build CSR and thus sustainable development inside and outside the company
3. All about SROI
4. Key Principles of SROI - Involve Stakeholders, Understand What Changes, Value the Things that Matter, Only Include What is Material, Do Not Over-Claim, Be Transparent, Verify the Result
5. Steps to Conduct an SROI Analysis - Establish Scope and Identify Stakeholders, Map Outcomes, Evidencing Outcomes and Giving Them a Value, Establish Impact, Calculate the SROI, Report, Use, and Embed:
6. Benefits of SROI - Enhanced Decision-Making, Improved Accountability
7. Challenges of SROI - Data Collection, Assigning Financial Proxies, Resource Intensive:





The 3rd coaching session started with a short summary of previous WS. On the last coaching session, the participants have also presented their homework. Each participant had to present the state of art of CSR in their company. The main topic was:

1. CSR according to ISO26000 from their practical point of view (they considered an example of good practice from the organization or from someone else)
2. The position of Head of CSR and Sustainable development: they had to prepare a description and structure of the position, where in the organization it should be placed - the situation was descriptive (realistic or a vision of it in the future), they could also describe someone else's example (Slovenian or foreign practice)
3. Analysis of the annual report on Sustainable development and CSR – they had to present the structure (index) of the report, the link and the tools they use (e.g. GRI standards...) and if all key aspects of ESG (environment, society, management) are covered in the report, suggesting improvements.

They have also learnt about:

- Standards, guidelines for sustainability reporting - ISO 26000 (2010), SDG Agenda 2030
- GRI standard (2021), UN Global Compact initiative, OECD guidelines, ESG, TCFD, SBTi (from historical background)
- Definition of social responsibility in ISO26000:2010
- OECD guidelines
- ILO Declaration
- Principles of the UN Global Compact
- United Nations Global Compact
- Directive on the reporting of non-financial indicators for large companies - the main requirements of the directive
- GRI - Global Reporting Initiative - Global standards for sustainability impacts
- EFQM

The participants were informed about organizations and projects that promote the development of social responsibility in Slovenia, as well as about other organizations that participate in the planning and implementation of social responsibility and encourage it among their members.

The workshop took place interactively with the participation of the participants. They had to do teamwork, so they were divided into groups, where they discussed for 20 minutes about:

1. Who in the company is responsible for preparing the annual report on DO and TR (function)?
2. What content does a report usually have, in the context of ESG?
3. How is the process of collecting data and verifying its authenticity?
4. Who is involved and how?

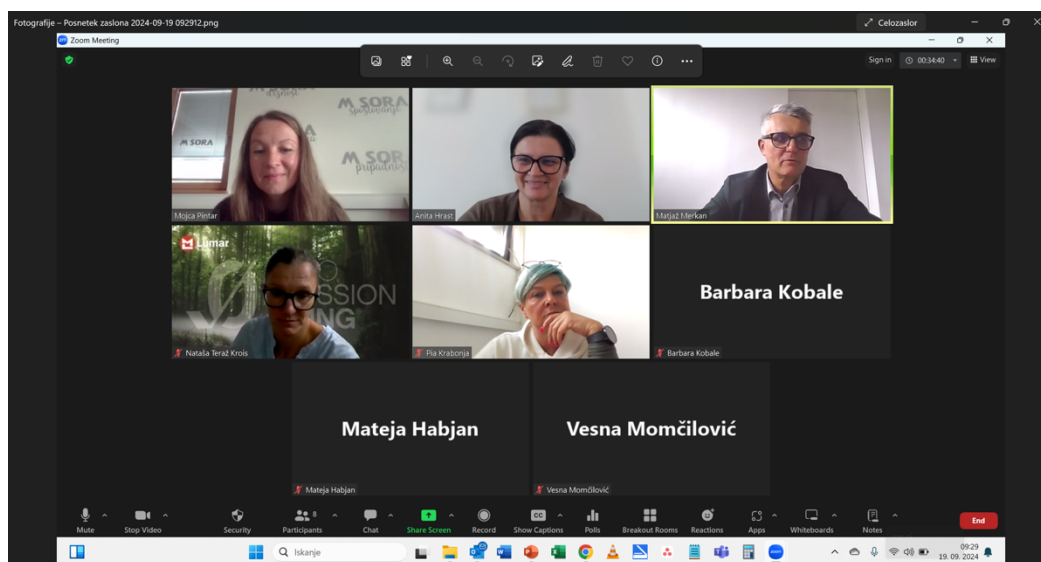
5. How long does the process take and how many resources does it require?
6. How extensive is the report now and what do you foresee it to be in the future?
7. To whom is information from the annual report provided, how and when?

Each group's reporting followed.

They also discussed sustainable development and the pillars that make up sustainable development (environmental, social and economic). They also learned about the ESG concept.

They were also presented with examples of good practices in the field of CSR reporting and mandatory standards for small and medium-sized companies (why these are important). At the very end of the workshop, the coach showed the participants how to carry out the reporting (timeline for the preparation of the sustainability report, EXAMPLE of responsibility for sustainability management and preparation of the report, what are the benefits and value of reporting).

This section was also led by coach Anita Hrast.



At the end of coaching phase 6 participants decided to take the exams for the IRDO certificate at level 1 (Head of corporate social responsibility and sustainable development).

For all training sessions, relevant materials were prepared and distributed to participants for each day. At the same time, they were provided with group and individual counselling on the integration of CSR and sustainable development into their business, according to their needs. 12 people from 5 companies took part in the coaching phase. Of these, 6 (half) have chosen to obtain the additional IRDO Level 1 Certificate in Leadership for Social Responsibility and Sustainable Development.

Through a questionnaire at the beginning and at the end of the training, as well as an evaluation of the ongoing work during the training, we obtained very useful feedback from the participants and summarised it in the following findings:



- Some of the participants have a good knowledge of CSR and sustainable development, others less so.
- Those who were already familiar with the field received additional content they did not know before, in particular a broader insight into international documents, legislation and the latest standards and their application in practice.
- Participants report that the advice and training have opened up the horizon of sustainability and social responsibility issues that need to be mainstreamed into their business. Even if they were already familiar with some of the content, they were given concrete information on how to put it into practice.
- Many of them only realized during the training that they needed a sustainability coordinator in the company and decided during the training to prepare everything for this purpose, to set up and train such a person to work in this area.
- Some have decided to expand the corporate sustainability project team.
- All participants were satisfied with the training, saying that they received more than they expected. In particular, the many materials that they could download free of charge after the training via in-house training to their colleagues and management.
- They noted that it would also be useful to prepare summaries of these topics for managers and colleagues, first to try to raise their awareness of the importance of the topic and then to train them to act in this spirit in their companies.

In any case, they will continue to work in this area, as they have realised that it requires competent people and a breadth of expertise, and more colleagues involved in the implementation of sustainability in companies.

5. Coaching phase in Spain

AMBIT

AMBIT implemented the ALLVIEW coaching in collaboration with other important regional entities, in the framework also of a regional initiative aiming to support the implementation of CSR practices in Catalan companies from the furnishings sector.

The joint coaching sessions took place on the following dates:

21/11/2023

12/12/2023

9/01/2024

23/01/2024

6/02/2024

20/02/2024

In addition to the above mentioned joined sessions, specific and customized coaching sessions were organized and held by AMBIT (with the support of R4S) to implement a specific analysis of the sector situation (two sessions with each company) and their specific situation and existing problems and practices (one interview with companies, individually or jointly). Finally, additional supporting personalized sessions were organized to fine-tune the solutions and activities identified in the previous sessions.

Below there is the list of companies that joined and concluded the coaching:

ESTILUZ

Euro Building Technology

CUMELLAS / BARCELONA RUGS

FARO
GARCIA FAURA
ROS1
NOMON
INEDIT
BELLAPART
R&G METAL SHAPING
KAVE HOME

AMBIT directly coached these above-mentioned companies as they are members of AMBIT cluster, but in addition to these companies there were other 6 from the lighting industry that were trained by another Catalan cluster focusing just on this sector.

The issues related to CSR were discussed. The meeting was based on the following materials developed within WP4 and with the training material of a coach. AMBIT stressed that the overall aim of this coaching that was not only to test and use the materials produced by the ALLVIEW project. AMBIT aimed as well to have a concrete impact on the capacity of the participating companies to understand and implement CSR practices on the short, medium and long term.

For this reason, additional resources were used in the different coaches phases and also the key support of an external consulting company specialized in Corporate Social Responsibility and in B-Corp certification, which represents the existing highest standard for reaching and demonstrating the implementation of CSR strategies and initiatives.

The detailed goals of these coaching were the following:

- Reflect on Corporate Social Responsibility as a strategic and transversal element of business creation.
- Identify the social and environmental problems surrounding the furnishings sector.
- Diagnose the situation of companies in the sector and guide the transformation process.
- Identify and prioritize CSR initiatives to be promoted by the Cluster.
- Generate network and alliances between the companies participating in the project.

The coaching was organized following four different and complementary phases that saw the involvement of companies' professionals in joint sessions (in presence) and other ones individualized, customized and online.

In the following table, there is the complete list and number of sessions held with companies.

FASES DE TREBALL

El projecte contempla quatre fases, a les quals s'ha anat desenvolupant el projecte i contingut d'aquest document:

Fases	Fase 1: Set – Oct '23	Fase 2: Oct – Nov '23	Fase 3: Nov '23 – Feb '24	Fase 4: Feb '24
Fases	Anàlisi sectorial	Identificació de les problemàtiques del sector	Diagnòstic de les problemàtiques al sector	Ideació de les potencials solucions per abordar les problemàtiques
Resultats	Contextualització del sector per entendre'n la seva realitat, reptes, oportunitats i iniciatives actuals.	Identificació de 4 problemàtiques que estan més presents al sector.	Definició del punt de partida de les empreses del clúster i dels recursos proposats pels clústers per fer-hi front.	Llistat de propostes per abordar les problemàtiques sectorials i transversals identificades, de forma individual (a nivell empresa) i col·lectiva (des del clúster).
Recursos	<ul style="list-style-type: none"> Documentació aportada pels clústers i anàlisi sectorial 2 entrevistes amb els clústers 	<ul style="list-style-type: none"> 1 sessió de treball amb les empreses participants 8 entrevistes a empreses dels clústers 	<ul style="list-style-type: none"> 4 sessions d'avaluació amb les empreses participants Compleció de les eines d'avaluació (BIA) per part de les empreses participants 	<ul style="list-style-type: none"> Benchmark de bones pràctiques en generació de valor compartit 1 sessió de socialització del projecte
Calendari	26 Setembre '23	24 Octubre '23	21 Novembre '23 12 Desembre '23 9 Gener '24 6 Febrer '24	20 Febrer '24



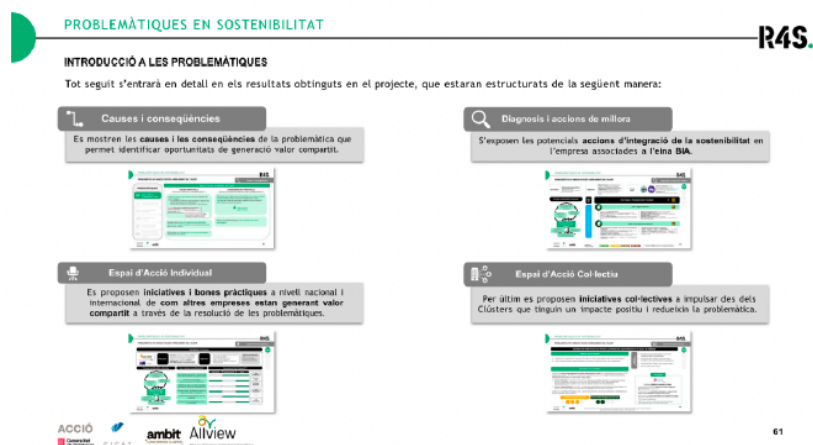
The first phase implemented an overall sectoral analysis focusing on the main trends, challenges, threats and opportunities of the furnishings sector at regional level, looking at the European and global trends. This exercise helped to contextualize the companies within the sector to understand its reality, challenges, opportunities and current initiatives.

During this process the supporting consulting company (R4S) collected information from AMBIT and held different meetings with us to better understand the current situation. Then all together we had meetings with companies in order to receive their inputs and have a better understanding of the overall situation also from their perspective. Companies had two interviews' sessions with AMBIT and R4S.

The approximate duration of the joint session of this phase has been around 4 hours, the total duration of the sessions with companies has been around 2 hours, for a total amount of 6 hours for each company.

The second phase of the process aimed to identify the 4 most critical problems related with sustainability present in the sector for the companies involved. The results helped to focus the attention during the following phases on those aspects and areas that companies had identified as the most critical to deal with. The results of this process helped the coaches to effectively identify how and on which areas of CSR practices the companies should have put efforts on to successfully implement the personalized CSR strategy.

The scheme of reference of the analysis has been the following:



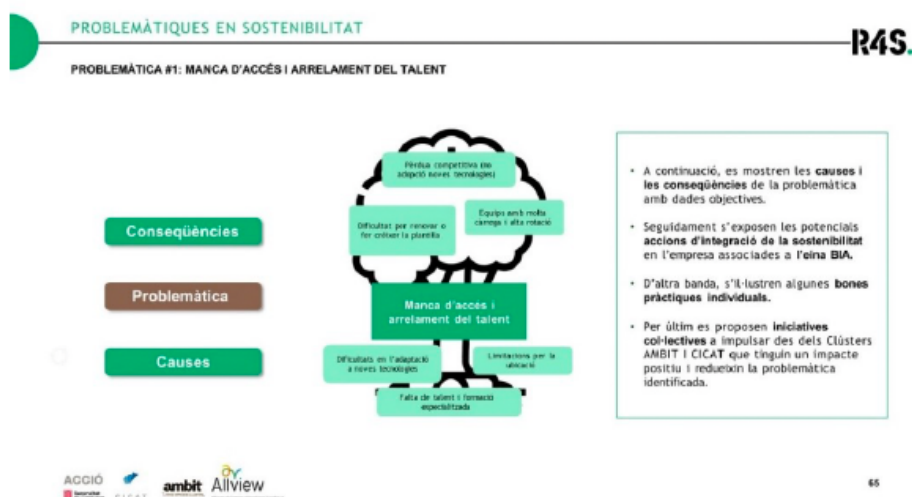
The 4 areas identified were the following, for each of them, as it can be seen in the training materials inserted below, an analysis of the problems, causes and consequences was done, together a detailed analysis of the practical problems.

- Lack of access to and preservation of talent.
- Difficulty in change management and

- communication.
- Transport pollution.
- Intensive use of resources.

This was done for each of the 4 areas using the tree problems scheme, as it can be seen in the slides below:

- Lack of access to and preservation of talent.



- Difficulty in change management and communication

PROBLEMÀTIQUES EN SOSTENIBILITAT **R4S.**

PROBLEMÀTICA #2: DIFICULTAT EN LA GESTIÓ I COMUNICACIÓ DEL CANVI

Conseqüències

Problemàtica

Causas

- A continuació, es mostren les **causes** i les **conseqüències** de la problemàtica amb dades objectives.
- Seguidament s'exposen les potencials **accions d'integració de la sostenibilitat** en l'empresa associades a l'eina BIA.
- D'altra banda, s'il·lustren algunes **bones pràctiques individuals**.
- Per últim es proposen **iniciatives col·lectives** a impulsar des dels Clústers AMBIT i CICAT que tinguin un impacte positiu i redueixin la problemàtica identificada.

78

- Transport pollution.

PROBLEMÀTIQUES EN SOSTENIBILITAT **R4S.**

PROBLEMÀTICA #3: CONTAMINACIÓ DEL TRANSPORT

Conseqüències

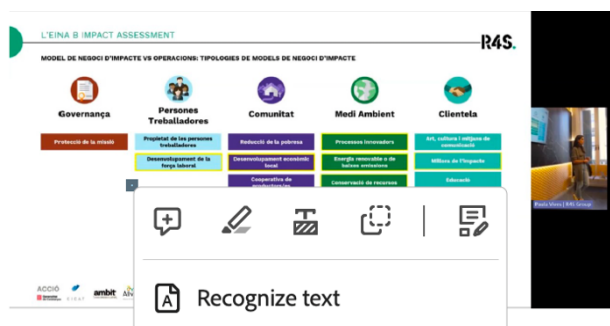
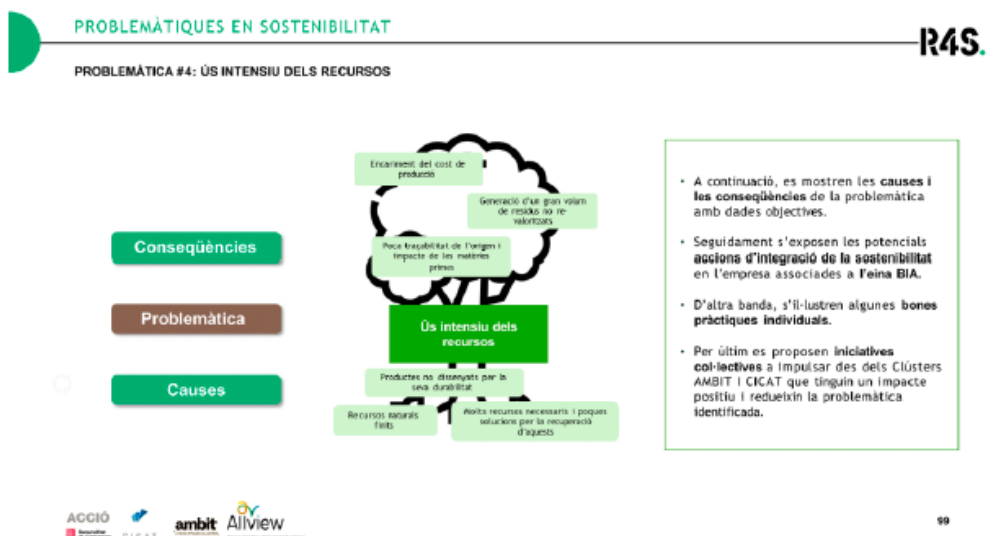
Problemàtica

Causas

- A continuació, es mostren les **causes** i les **conseqüències** de la problemàtica amb dades objectives.
- Seguidament s'exposen les potencials **accions d'integració de la sostenibilitat** en l'empresa associades a l'eina BIA.
- D'altra banda, s'il·lustren algunes **bones pràctiques individuals**.
- Per últim es proposen **iniciatives col·lectives** a impulsar des dels Clústers AMBIT i CICAT que tinguin un impacte positiu i redueixin la problemàtica identificada.

88

- Intensive use of resources.



The approximate duration of the joint sessions of this phase has been around 2 hours, the total duration of the sessions with companies has been around 1 hour, for a total amount of 3 hours for each company. The following image was taken through a screenshot during the session of the 21st of November 2023.

This third phase aimed to identify the maturity level of the companies involved in relation to the CSR practices and thus allow to define the starting point of the companies to design their own CSR strategy and then implement the proper related activities.

This phase helped also to properly identify the resources available that could represent the most important for them to be used along the process. This was done through the completion of the assessment tools (BIA) by the participating companies that helped to properly collect personalized and detailed information.

This phase has surely represented the key part of the process, and it covered most of the time of the training and coaching phase. It included 4 joint evaluation sessions with participating companies and then different personalized meetings with each of them.

The approximate duration of the joint sessions of this phase has been around 2 hours each, for a total duration of 8 hours. The duration of the sessions with the individual companies has been around 2 hours. For a total of a minimum of 10 hours of coaching for each company.

The following image was taken through a screenshot during the online session of the 6th of February 2024.

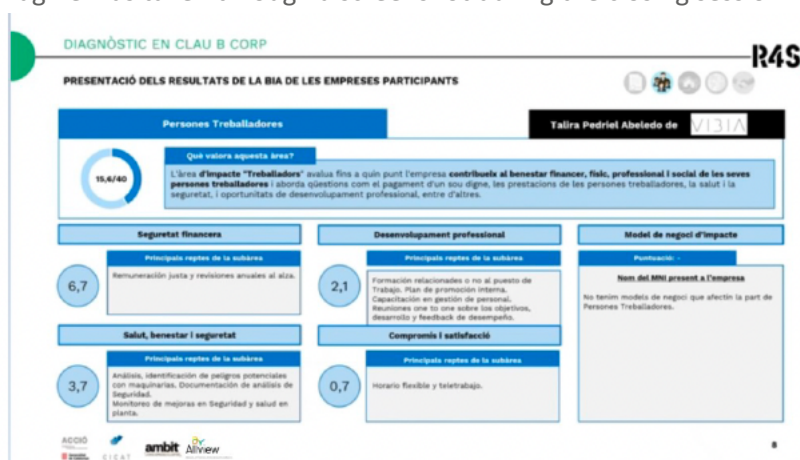


Based on the outcomes of these previous analysis and phases, in this 4th phase companies were provided with proposals to address the sectoral and transversal problems identified, individually (at company level) and collectively (from the cluster). Different good CSR practices were shown so that companies, based on their specific characteristics and situations, could identify the most appropriate for them to implement. Also in this phase, the

ALLVIEW good practices were used to enhance the understanding of participating companies through real business cases. These good practices have represented an inspiring source of inputs for the companies that will be able to replicate according to their characteristics and when the proper opportunity and conditions emerge. Moreover, this phase was exploited also to present those ALLVIEW project outcomes that could better benefit them in the innovation processes. Specifically, AMBIT showed the different platforms created, the training materials (but not the e-learning platform, as at that time it was not available yet, but companies were informed when this was made publicly available) and other documents.

The duration of the last session has been around 2 hours. The duration of the closing sessions with the individual companies has been around 2 hours. For a total of a minimum of 4 hours of coaching for each company.

The following imagine was taken through a screenshot during the closing session.



Ambit is very pleased to have successfully implemented an outstanding coaching process that concluded with remarkable results. In total, we managed to complete the coaching program with 15 individuals and 11 companies from our cluster, surpassing our initial expectations. Additionally, 6 other companies from the lighting sector, facilitated by another regional cluster, were involved in the process.

The coaching provided spanned 23 hours in total, with 16 hours dedicated to joint sessions, while the remaining 7 hours focused on individual or small group sessions. Beyond these structured sessions, Ambit maintained regular contact with all participating companies throughout the process and in the following months, ensuring close monitoring of their progress and offering support in implementing practical exercises. The feedback gathered during these exchanges has been overwhelmingly positive.

A key achievement of this process is that all participating companies successfully completed the self-evaluation process using the B-Corp self-assessment tool (<https://www.bcorporation.net/en-us/programs-and-tools/b-impact-assessment/>), one of the most advanced and rigorous tools available for assessing companies' progress in CSR practices and determining their maturity level in this area.

In collaboration with our consulting partner, Ambit collected and prepared a comprehensive set of coaching and training materials. These included resources from the ALLVIEW project, particularly the highly appreciated good practices catalogues, as well as additional materials from other projects and partner resources. These materials were shared with all participating companies to further support their learning and development.

AMBUEBLA

This report provides an overview of the coaching sessions on Corporate Social Responsibility (CSR) delivered to two local SMEs from the furniture sector, Plumas Yecla and Etimoe Decoración (associated companies of CETEM). The sessions took place between October 7th and 11th, 2024, with a total of 20 hours of face-to-face coaching. The coaching was tailored to the specific needs of each company, reflecting their current understanding and implementation of sustainability and CSR practices.

Both companies, based in Yecla, were selected after workshops and surveys conducted during the initial stage of this task. The aim was to enhance their knowledge and integration of CSR within their business models.

On the one hand, Plumas Yecla, a family-run business with 20 employees, specializes in the manufacture and marketing of pillows for the upholstered furniture and household sector, with a focus on sustainability, particularly environmental practices such as ISO 14001 certification or Global Recycled Standard.

Their coaching sessions focused on deepening their understanding of social and governance aspects of CSR, particularly in relation to equity plans. On the other hand, Etimoe Decoración, with 10 employees, is dedicated to the manufacture, purchase, sale, and varnishing of furniture and household articles. As a smaller company, they were seeking an introductory understanding of sustainability and CSR, exploring how these practices could be incorporated into their business strategy. The sessions were conducted on-site and at the companies' facilities combined with online learning, site visits and tutoring. Both the owners and administrative personnel participated in the sessions, ensuring a strategic approach to implementing the concepts learned during five days. The coaching sessions were conducted by María Sánchez Melero, coordinator of the project and project manager in AMUEBLA; as an expert in Corporate Social Responsibility (CSR) and sustainability management. The coach brought a deep understanding of both environmental, social and governance (ESG) issues, providing valuable insights tailored to each company's needs. This expertise ensured that the content delivered was not only relevant but also actionable, helping both SMEs to explore how CSR principles could enhance their business performance, from compliance with environmental standards to developing more inclusive and equitable frameworks.



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On October 7th, 2024, the first coaching session took place from 9:00 AM to 1:00 PM. The session began with an introduction to the core concepts of Corporate Social Responsibility (CSR) and sustainability, highlighting their growing significance in the furniture industry. Participants explored the triple bottom line—people, planet, and profit—and the 17 Sustainable Development Goals (SDGs), understanding their relevance to business. Real-life examples were used to show how CSR can directly influence business success.

The session included group discussions and case study analysis focused on the company's sector, along with practical exercises aimed at assessing the company's current CSR practices and identifying opportunities for improvement.

The first day was dedicated to presenting the ALLVIEW project and laying the foundation of CSR concepts. The coaching began with an introduction to the relevance of CSR in the furniture industry, focusing on how businesses can achieve the triple bottom line—balancing people, planet, and profit. The 17 Sustainable Development Goals (SDGs) or the 10 Principles of the Global Compact were also discussed in detail, with real-world examples used to illustrate how integrating CSR can positively impact business success, especially SMEs. The session included case studies specific to the companies' fields so participants could have a complete overview.

On October 8th, 2024, from 9:00 AM to 1:00 PM, the second day of the coaching program focused on hands-on learning through two site visits. The first visit was to **Plumas Yecla** facilities, where participants examined the company's current practices related to Corporate Social Responsibility (CSR), including their sustainability initiatives and approaches to social responsibility. The second part of the day took place at **Etimoe Decoración**, where the group explored another company's CSR strategies, particularly in how they balance environmental care with business goals. These visits offered valuable insights into real-world applications of CSR in the furniture industry, providing a basis for comparison and inspiration for the participants.

On the second day, site visits were organized to gain insights into the current CSR practices of the participating companies, Plumas Yecla and Etimoe Decoración. The visits provided an opportunity to observe their operations firsthand and evaluate how they have integrated or wish to integrate CSR elements into their processes.



On October 9th, 2024, the third day of the coaching program took place online from 9:00 AM to 1:00 PM, focusing on the practical application of CSR strategies tailored to each company's specific needs. The session provided personalized coaching, addressing key priorities for both Etimoe Decoración and Plumas Yecla. For Etimoe Decoración, the focus was on achieving environmental certifications, such as ISO 14001, which supports effective environmental management systems. For Plumas Yecla, the emphasis was placed on developing equity plans to ensure fair treatment and opportunities within the workforce.



This targeted approach allowed participants to engage deeply with CSR concepts relevant to their unique business contexts, fostering actionable steps for improvement.

Based on the previous days' inputs and conversations with selected companies such as previous workshops and surveys, the third day focused on applying the CSR theory to practical scenarios specific to each company. Conducted online, this session was customized to address the individual needs of each company. For Etimoe Decoración, the focus was on exploring environmental certifications such as ISO 14001, while Plumas Yecla received guidance on developing and implementing equity plans. The indexes of content were as follows:

Etimoe Decoración:

<p>1. INTRODUCTION TO ENVIRONMENTAL MANAGEMENT SYSTEMS (EMS)</p> <p>1.1. What is an Environmental Management System (EMS)?</p> <p>1.2. Importance of Environmental Management for Businesses</p> <p>1.3. Overview of Popular Environmental Certifications</p> <p>1.3.1. ISO 14001</p> <p>1.3.2. Other Certifications (e.g., EMAS, LEED)</p>	<p>3. STRUCTURE OF ISO 14001:2015</p> <p>3.1. Overview of ISO's High-Level Structure (Annex SL)</p> <p>3.2. Key Clauses of ISO 14001</p> <p>3.2.1. Context of the Organization</p> <p>3.2.2. Leadership and Commitment</p> <p>3.2.3. Planning (Risks and Opportunities)</p> <p>3.2.4. Support (Resources, Competence, Communication)</p> <p>3.2.5. Operation (Emergency Preparedness, Control of Environmental Impact)</p> <p>3.2.6. Performance Evaluation</p> <p>3.2.7. Improvement</p>
<p>2. UNDERSTANDING ISO 14001</p> <p>2.1. What is ISO 14001?</p> <p>2.2. Purpose and Benefits of ISO 14001 for Businesses</p> <p>2.3. Key Concepts of ISO 14001</p> <p>2.3.1. Environmental Policy</p> <p>2.3.2. Compliance with Environmental Laws</p> <p>2.3.3. Continuous Improvement</p>	<p>4. STEPS TO IMPLEMENT ISO 14001</p> <p>4.1. Initial Environmental Review (Baseline Assessment)</p> <p>4.2. Setting Environmental Objectives and Targets</p> <p>4.3. Developing an Environmental Policy</p> <p>4.4. Identifying Environmental Aspects and Impacts</p> <p>4.5. Legal and Regulatory Compliance</p> <p>4.6. Creating and Implementing Action Plans</p>
<p>5. PRACTICAL EXAMPLES FOR FURNITURE COMPANIES</p> <p>5.1. Managing Raw Materials and Resources Sustainably</p> <p>5.2. Reducing Waste and Optimizing Energy Use</p> <p>5.3. Managing Environmental Risks (e.g., hazardous substances)</p>	

5.4. Green Manufacturing and Circular Economy Principles



This index provides a comprehensive introduction to environmental management systems (EMS), focusing on ISO 14001 and its relevance for furniture companies. The lesson started by explaining the basics of EMS, highlighting the importance of environmental management for business sustainability and regulatory compliance. The content then focused on ISO 14001, covering its purpose, key concepts like environmental policy and continuous improvement, and the standard's structure, including critical clauses like leadership, planning, and performance evaluation. The coaching also outlined practical steps for ISO 14001 implementation, from conducting an initial environmental review to setting objectives and creating action plans. Lastly, tailored examples for the furniture industry demonstrated how companies can manage resources sustainably, reduce waste and integrate green manufacturing practices.



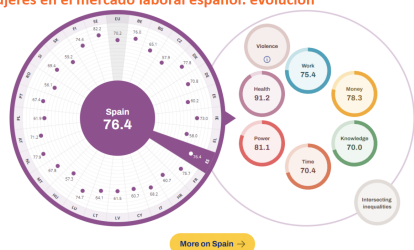
<p>1. HISTORICAL AND SOCIAL BACKGROUND TO EQUALITY</p> <p>1.1. Equal opportunities in the labour market</p> <p>1.2. Further elaboration of the concept of equality</p> <p>1.3. Reactions to equality</p> <p>1.4 Diversity and Inclusion in the Workplace</p> <p>1.5 Gender and Sustainable Development Goals</p> <p>1.6. Examples, case studies, workshops</p>	<p>3. EQUALITY PLANS</p> <p>3.1. Diagnostic tools</p> <p>3.2. Tools for analysis and preparation of an equality culture</p> <p>3.3. The design of equality management plans</p> <p>3.4. The evaluation of the equality plan</p> <p>3.5. Practical application. Designing an equality plan</p>
<p>2. EQUALITY AS A STRATEGIC OPPORTUNITY</p> <p>2.1. Raising awareness of the need for equality</p> <p>2.2. Adding value to management from a gender perspective</p> <p>2.3. Basic principles for taking advantage of the opportunities arising from equality</p> <p>2.4. Applicable regulations</p> <p>2.5. Collective bargaining as an instrument for the promotion of equal opportunities</p> <p>2.6. The Organic Law 3/2007 or Equality Law</p>	<p>4. PRACTICAL TOOLS FOR GENDER MAINSTREAMING</p> <p>4.1. Corporate culture and institutional transformation</p> <p>4.2. Talent attraction and retention</p> <p>4.3. Career progression and access to training</p> <p>4.4. Pay equity</p> <p>4.5. Working conditions, occupational health and safety</p> <p>4.6. Maternity, work-life balance and flexible working</p> <p>4.7. Sexism and harassment in the workplace</p>

On the other hand, this index provides an in-depth look at equality and its relevance in the workplace, starting with a historical and social background that explores equal opportunities in the labor market, the evolution of the equality concept and its relationship to diversity, inclusion and the SDGs. It then positions equality as a strategic opportunity for organizations, emphasizing how raising awareness and incorporating gender perspectives can add value to management, while discussing relevant regulations such as the Spanish Organic Law 3/2007. The index also covers the design and implementation of equality plans, including diagnostic tools, analysis, and evaluation methods. Finally, it offers practical tools for gender mainstreaming in corporate culture, from pay equity and talent retention to work-life balance, maternity, and addressing harassment, with a focus on transforming institutions and promoting inclusive work environments in the furniture and wood sector.

On October 10th, 2024, the fourth day of the coaching program, held online from 9:00 AM to 1:00 PM, continued the focus on practical application of CSR strategies. The session provided in-depth, tailored coaching for each company based on their specific goals. For **Etimoe Decoración**, the emphasis remained on achieving **environmental certifications**, particularly **ISO 14001**, helping the company strengthen its environmental management systems. Meanwhile, for **Plumas Yecla**, the session concentrated on the development and implementation of **equity plans** to promote fairness and diversity within the organization. This targeted coaching ensured that both companies were equipped with actionable strategies to integrate CSR more effectively into their business operations.

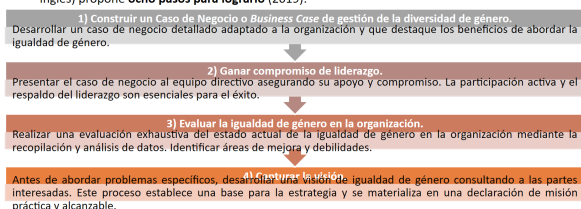
Participants continued to learn more about environmental certification and how to design an employee share ownership plan (indexes listed above). Both companies were provided with additional resources and materials so that they could learn at their own pace. The coach was available to answer any questions they might have. This session helped to refine their understanding.

4. Hombres y mujeres en el mercado laboral español: evolución



6. Efectos de la igualdad de género en el mercado laboral

• La Agencia australiana de Igualdad de Género en el Lugar de Trabajo (WGEA por sus siglas en inglés) propone **ocho pasos para lograrlo** (2019):



Las ecoetiquetas similares a las de tipo I (también llamadas ecoetiquetas semitipo I) más corrientes en nuestro mercado, por sector, son las siguientes:



The final day of the coaching program, held online on October 11th, 2024, from 9:00 AM to 1:00 PM, focused on reviewing the entire coaching experience. The session began with a comprehensive recap of the lessons learned from the tutoring sessions, practical exercises, and site visits. Each company received personalized feedback on their CSR action plans, with tailored recommendations for refining their strategies. Participants were also invited to share their own feedback, expressing positive reflections on the coaching process and the valuable insights gained. The session concluded with a renewed commitment from all participants to continue advancing their sustainability efforts within their respective organizations.

¿POR DÓNDE EMPIEZO?

- 1) Conoce los Diez Principios del Pacto Mundial y los 17 Objetivos de Desarrollo Sostenible (Agenda 2030).**
Adoptar el principio de derechos humanos (Principio 1 del Pacto Mundial) asegurando que sus proveedores no utilicen trabajo infantil o forzado. Además, puede alinearse con el ODS 12 (Producción y Consumo Responsable) utilizando materiales reciclados o certificados como sostenibles, por ejemplo, madera con certificación FSC.
- 2) Integración en la estrategia empresarial: entender los ODS, definir prioridades, establecer objetivos, integrar la sostenibilidad y reportar resultados.**
El directivo: el primero que debe adquirir ese compromiso. También es necesario identificar a tus grupos de interés.
- 3) Establece objetivos medibles, realistas y acotados en el tiempo.**
Un objetivo medible podría ser reducir el uso de plásticos en el embalaje en un 20% en los próximos dos años, o bien, disminuir el consumo energético en la fabricación en un 15% en tres años mediante la implementación de maquinaria más eficiente.
- 4) Formación y sensibilización de la plantilla.**
Organizar talleres de formación sobre prácticas sostenibles para los empleados, como optimización de recursos, reciclaje y reducción de residuos. Además, educar sobre la importancia de los ODS y cómo sus acciones diarias pueden contribuir al cumplimiento de estos objetivos.
- 5) Elaboración de memorias de sostenibilidad para evaluar y compartir el trabajo realizado (voluntario).**
Publicar anualmente un informe de sostenibilidad que detalle los avances en la reducción de residuos, eficiencia energética, uso de materiales reciclados o de origen sostenible, y cumplimiento de los ODS y los Diez Principios del Pacto Mundial.

As part of the ALLVIEW project, specifically within the framework of WP4 coaching for enterprises, this activity contributes to the promotion of CSR in the furniture sector. Although the concept is based on the triple bottom line (environmental, social and economic), the coaching sessions focused mainly on the environmental and social aspects. These 20 hours of coaching sessions and learning not only provided tailor-made support to local SMEs but were also in line with the broader objectives of the ALLVIEW project. By integrating both environmental and equality considerations, these sessions helped participating companies to address critical sustainability challenges while promoting inclusive practices in the workplace despite their differences and levels of prior knowledge. Thanks to structured and step-by-step approaches, we can ensure that even beginners like Etimoe Decoración can adopt sustainable practices. Moreover, Plumas Yecla demonstrated clear forward-thinking and socially responsible management. Their voluntary commitment to design and implement an equity plan will allow them to embed gender mainstreaming and promote a more equitable corporate culture. For sure, both companies will be able to leverage these frameworks while aligning with broader social, environmental, and economic objectives, ultimately driving long-term success.

6. Coaching phase in Germany

HDH

The 20-hour Allview CSR coaching took place on 3 dates (22.04.2024, 19.06.2024 and 26.08.2024) in digital format via the MS Teams platform. The content was prepared and presented by the two representatives of the HDH e.V. (Main Association of the German Wood Industry e.V.), Lennart Mewes and Dr. Gregor Pfeifer.

The aim of the CSR coaching conducted by HDH e.V. was to present information about the content and results of the Allview project, in particular those relating to the CSR documents created and the possible integration into the companies' operations. The topics related to CSR were discussed.

The first meeting was based on the following materials developed in WP4: T4.1. identification of regional/national guidelines on CSR: report on circular economy, report on migrants and refugees, report with people with special needs; T4.2. development of a good practice guide on CSR in the F&W sector; T4.3. social return on investment (SROI; Social Return on Investment) framework. Furthermore, the content of the CSR coaching was adapted to the wishes of the companies, which explicitly addressed the topics of circular economy and sustainability. The measures implemented were part of work package 4, task 4, i.e. identification of potential companies and coaching.

All 3 sessions were attended by a representative from each of the two companies, STEICO SE and Oeseder Möbelindustrie Mathias Wiemann GmbH & Co KG.

STEICO SE has an impressive company history that began in the 1980s and is still characterized by growth and innovation today. STEICO SE is a leading manufacturer in the field of ecological building products, particularly in the area of wood fiber insulation materials and construction products. STEICO's product portfolio includes products for wood fiber insulation materials, web beams, solid structural timber, sarking boards and façade panels, protective and waterproofing membranes as well as wood fiber insulation materials for interior finishing. STEICO SE attaches great importance to sustainability and environmental compatibility and relies on renewable raw materials, especially wood from certified forestry. The products are suitable both for new buildings and for the energy-efficient refurbishment of existing buildings. Today, STEICO SE is one of the most important players in the field of sustainable building products and is represented in many international markets with a broad portfolio. The company combines technological innovation with ecological responsibility and makes a significant contribution to the promotion of sustainable construction.

Oeseder Möbelindustrie Mathias Wiemann GmbH & Co. KG is a traditional German company that specializes in the manufacture of high-quality bedroom furniture. Since its foundation in 1900, the company has continued to develop and is now one of the leading suppliers in this segment. Wiemann's portfolio includes wardrobes, beds and occasional furniture that impress with their innovative designs and high functionality. The company has a strong focus on sustainability and environmental responsibility in furniture production and makes sure to use wood from sustainable forestry and continuously optimizes its production processes to conserve energy and resources. Wiemann attaches great importance to minimizing waste and using environmentally friendly materials. The durable furniture is not only functional and aesthetic, but also contributes to an environmentally friendly lifestyle. With a clear commitment to "Made in Germany" quality and environmentally friendly manufacturing processes, Wiemann sets standards for sustainable furniture production, is actively committed to protecting the environment and is thus also recognized in numerous international markets.

The first day of the Allview CSR coaching began with a short round of introductions so that the speakers and company representatives could get to know each other better. Mr. Jörg Lührmann (Wiemann) and Mr. Peter Weidenhammer (STEICO SE) are responsible for sustainability and the environment in their respective companies and have been working in their respective companies for several years. Mr. Lennart Mewes (HDH e.V.) is Head of Collective Bargaining and Social Policy and therefore also responsible for the area of training and education at HDH e.V. as an employers' association. Dr. Gregor Pfeifer (HDH e.V.) is a consultant for the areas of environment and technology and in this role is responsible for all issues relating to the sustainability of wood as a raw material, as well as the area of occupational health and safety in his function as an employer representative of the wood industry.

Lennart Mewes – Leiter Tarif und Soziales

Gremien
Koordination
 HDH AK Arbeitsrecht
 HDH AK Ausbildung
 HDH Tarifpolitischer Ausschuss

Mitarbeit
 BDA Arbeitskreis Arbeitsgestaltung und –forschung
 BDA Arbeitskreis Berufsbildung
 BDA Arbeitskreis ILO und CSR
 BDA Arbeitskreis Rechtsprechung
 BDA Arbeitskreis Tarifpolitik und Praxis
 BDA Arbeitskreis Arbeitsrecht
 BDA Arbeitskreis Betriebliche Altersvorsorge
 BDA Ausschuss Bildung
 BDA Ausschuss Soziale Sicherung

Aktuelle Aufgaben
 Vor- und Nachbereitung von Tarifverhandlungen
 Weiterentwicklung von Ausbildungsberufen
 Mitgliederportale optimieren

Kompetenzen
 Rechtsberatung
 Lösungsorientiertes Auftreten im Team und nach außen

Projekte
 Novellierung der Ausbildungsverordnung des Holzbearbeitungsmechanikers
 Erstellen einer Musterdatenbank für arbeitsrechtliche Dokumente

Verbände
 HDH

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HDH Dr. Gregor Pfeifer – Referent Umwelt und Technik

Gremien
Koordination
 HDH-TA
 AK Umwelt & Energie
 jour fixe Technik
 ERFA Klimaschutz Holzindustrie
 AK VOC
 AG Altholz
 AG Biomasse

Mitarbeit
 CEI-Bos WG Construction
 CEI-Bos WG Sustainability
 BDA Normung
 BDA Arbeitsschutz
 Charta für Holz 2.0 – AG Bioökonomie
 KAN – Kommission Arbeitsschutz Normung

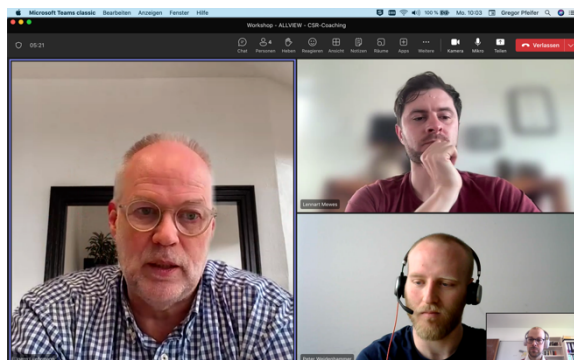
Aktuelle Aufgaben
 Altholz/
 Biomassestrategie
 VOC

Kompetenzen
 Empathie und Teamfähigkeit
 Analytisches Denken
 Präsentationsfähigkeit

Projekte
 Initiativ Klimaschutz Holz- und Kunststoffindustrie
 Allview

Verbände
 HDH & DHWR – Umwelt und Technik
 vdp (Vertretung)
 BVB (Vertretung)

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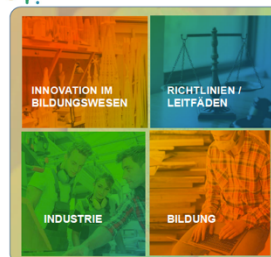
Following the round of introductions, the HDH e.V. was presented as the umbrella organization of the German wood industry with all its structures, sub-sectors and tasks. The Allview project was then presented with its key data, main objectives and results to date in the 9 work packages. The 9 work packages of the Allview project include:

- WP1: AI/ML skills assessment (Allview platform)
- WP2: Blended Learning (educational library)
- WP3: New training methods (AR, VR, MR und 3D print)
- WP4: Corporate Social Responsibility (Circular Economy, integration of migrants and refugees, inclusion of people with special needs)
- WP5: Dual learning (international exchange, e.g. Allview mobility actions)
- WP6: Blue Print
- WP7: Dissemination
- WP8: Quality assurance and evaluation
- WP9: Management



Agenda

- 1) Centres of Vocational Excellence
- 2) Allview – Keydata and goals
- 3) Allview – the 9 Workpackages and achievements so far
- 4) WP4 – CSR – Documents and CSR-Coaching



Allview
Alliance of Centres of Vocational Excellence

- R&D**
Forschung ist der Schlüssel zu innovativer Bildung. Die Ergebnisse von Forschungsprojekten können in die Bildung einfließen, um den Qualitätsbedarf zu antizipieren.
- Bildung**
Fokus auf Berufsschulen und Hochschulbildung in Verbindung mit dualer Ausbildung, Industrie 4.0 und Kreislaufwirtschaft.
- Politische Maßnahmen (RIS3)**
Bereitschaft, CoVEs zu unterstützen, weil man davon ausgeht, dass sie Innovationen hervorbringen oder weitergeben. Technologiegetriebenes Wirtschaftswachstum oder -erneuerung unterstützen.
- Industrie**
Produktionsunternehmen (Holz und Möbel), Designer, Rohstoffe.
Ausrichtung auf die Bedürfnisse der Arbeitswelt.

In this context, the general principle of CoVE platforms (Centres of Vocational Excellence) and their synergies were also discussed, before the Allview platform from WP 1 was presented. This platform allows people from the European wood and furniture industry to network and participants were encouraged to create profiles on the platform to increase the network and the resulting benefits. The participants were then shown the Allview website with all reports and available documents as a source of information before work package 4 Corporate Social Responsibility (CSR) was explored in more detail.

First of all, the importance of corporate social responsibility (CSR) in the modern and sustainable business world was presented. The training consisted of different modules to provide an understandable approach to integrating CSR into the company. To inspire and provide practical insights, international best practices were presented and discussed during the training. Case studies of successful CSR implementations in wood and furniture companies around the world were presented so that participants could learn from real-life examples. These case studies also shed light on cultural and regional differences in CSR strategies and provide a global perspective. For this session, the Allview reports were mainly used as a source of information.

The topic of social return on investment was then discussed in detail. First, the framework on social return on investment created in the Allview project, the case studies listed therein and a possible implementation in the companies were discussed. The concept of the double materiality analysis was also compared with the upcoming EU regulations on sustainability reporting. The two companies are already making intensive efforts to introduce this concept, so that integration with an SROI analysis was discussed.

At the end of the first day, the HDH e.V. presented the German industry initiatives for climate protection (Initiative Klimaschutz Holzindustrie and Holz rettet Klima), before the content of the following two CSR coaching sessions was determined in consultation with the participants. The participants wanted in-depth insights into the upcoming regulations and legislation in the circular economy and environmental sustainability, as well as training professions in the wood and furniture industry and assistance in the area of occupational health and safety and accident prevention.

As requested by the participants, the second day of CSR coaching focused on the topics of education, sustainability and occupational health and safety. In addition, the Allview training platform created in WP2 was presented to the participants and met with great interest. Both participants registered for the platform and attended the courses on offer. The feedback afterwards was extremely positive, as both the content and scope were considered appealing. Accordingly, the participants assured us that they would recommend the training platform to others.



Agenda

- TOP 1 Ausbildung
- TOP 2 Allview Trainingsplattform
- TOP 3 Allview WP 4 Dokumente
- TOP 4 Klimapolitik im Lichte von Klimawandel & Transformation (Übersicht Regularien)
- TOP 5 Arbeitsschutz – Allgemeines und TRGS 553 Holzstaub

In his presentation on the topic of training, Mr. Lennart Mewes went into detail about the training regulations for the two training occupations of wood mechanic and woodworking mechanic. In his presentation, he described in detail the current training regulations and the need for improvements.

Accordingly, the training regulations for woodworking mechanics will be amended soon. As an employers' association, the Federation of the German Woodworking Industry.V. has a key role to play here and is coordinating the start of the amendment process by bundling the needs of companies and employers about trainees. The subsequent discussion made it clear that the shortage of skilled workers is omnipresent and that modernization of the training occupations in the wood and furniture industry is needed, also to make the training occupations more attractive for young people and to prepare them for digitalization.

The second coaching day focused on the topic of sustainability. Dr. Gregor Pfeifer spoke in detail about the upcoming effects of the Green Deal for companies and presented various directives and regulations as part of the "Fit for 55" package.

European Green Deal - „Fit for 55“-Paket

→ Klimaneutralität bis 2050

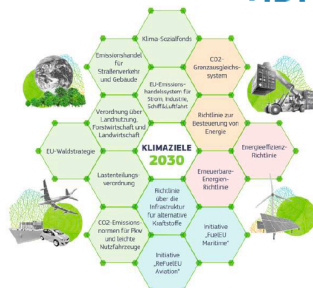
→ Minus 55 % Netto-Emissionen bis 2030

Paket von reformierten und neuen EU-Richtlinien und -Verordnungen, mit denen die im European Green Deal verankerten Ziele erreicht werden sollen

- Reform des EU-Emissionshandelssystems (EU-EHS)
- Verordnung über Landnutzung, Forstwirtschaft und Landwirtschaft (LULUCF)
- Europäische Waldstrategie 2030
- Erneuerbare-Energien-Richtlinie
- Energiebesteuerung
- Energieeffizienz-Richtlinie
- RED – Renewable Energy Directive
- **Bauproduktenverordnung**
- Anpassung der Klima-/Umweltschutz- und Energiebeihilfen
- **Taxonomie-VO**
- **Ökodesign-Richtlinie**
- **EU-Nachhaltigkeit-Berichterstattungs-Richtlinie**
- **Lieferketten-Richtlinie**
- **Entwaldungsfreie Lieferketten**

19.06.24

HDH

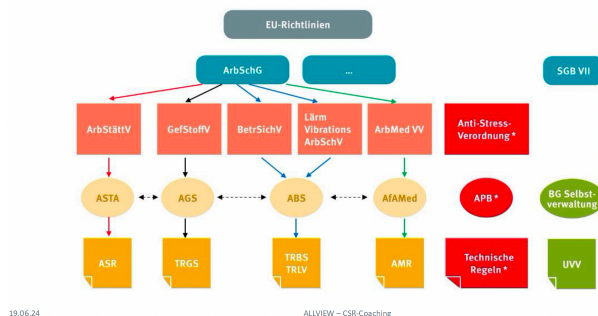


ALLVIEW - CSR-Coaching

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In his presentation, he addressed the Construction Products Regulation, the EU taxonomy, sustainability reporting, the Supply Chain Directive and the deforestation-free regulation. For all points, the obligations and upcoming challenges for companies were highlighted and discussed in terms of how best to deal with them and how companies should already be preparing now. After the European regulations, the national laws and guidelines were also examined.

At the end of the second CSR coaching session, the topic of occupational health and safety was addressed and the situation in the individual companies was discussed.



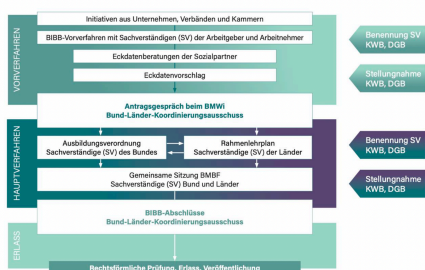
Accident prevention is a decisive factor in occupational safety in the wood and furniture industry. The basic obligations of the employer, risk assessments and analysis procedures for accidents at work were discussed and the information and measures offered by the Employer's Liability Insurance Association for Wood and Metal (BGHM) were pointed out to further promote occupational safety in the companies. Finally, the topics for the third day of CSR coaching were determined. The participants requested further information on the process of amending the training ordinance and on the circular economy.

As requested by the participants, the third day of CSR coaching focused on the topics of training and the circular economy. Mr. Lennart Mewes discussed the amendment process of training regulations in Germany and explained to the participants the complexity, but also the possibilities of improving the training regulations and the added value for trainees and companies through its amendment. Mr. Mewes then went on to discuss the activities of the HDH's education working group.

Ausbildung

Novellierungsprozess

- Tätigkeit des Arbeitskreises Ausbildung
- Diskussion um Novellierung mit Unternehmensvertretern und Berufsschulen
- Umfrage zu notwendigen Änderungen unter Mitgliedern
- Branchenübergreifende Abstimmung
- Erstellung eines Eckpunktepapers/Synopse zur Novellierung



26.08.24

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Circular Economy Action Plan (CEAP)

- CEAP ist ein umfassendes politisches Rahmenwerk, das im März 2020 als Teil des Green Deals veröffentlicht wurde
- Ziel ist es, die EU in eine nachhaltige, klimaneutrale und ressourceneffiziente Wirtschaft umzuwandeln, die durch eine **Kreislaufwirtschaft** gekennzeichnet ist
- Kreislaufwirtschaft soll **Abfall minimieren**, die **Nutzung von Ressourcen optimieren** und den **ökologischen Fußabdruck** der europäischen Industrie und des Konsums **verringern**
- basiert auf den Erkenntnissen des ersten Aktionsplans für die Kreislaufwirtschaft von 2015, erweitert und vertieft aber dessen Ansätze erheblich



26.08.24

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In his presentation on the circular economy, Dr. Gregor Pfeifer went into detail on the European and national efforts of legislators to create a circular economy and the resulting effects and obligations of companies. The discussion highlighted approaches and models for the future orientation of companies and new products that already live up to the motto "design for circularity" and how such products can compete economically with those of the linear economy. The opportunities that arise for companies that are already geared towards the circular economy were also discussed, as well as the risks that arise from this.



Finally, Dr. Pfeifer spoke about the services offered by the Initiative Klimaschutz Holzindustrie on the topic of circular economy. Here, it is possible to acquire the “circularly sustainable product” certification through joint development and with advice to stand out from the competition and further advance one’s own climate protection activities.

After the three coaching sessions, the participants took part in a survey on the topic of CSR. Both companies are private sector companies with more than 250 employees and their own HR department. Both companies employ several people with disabilities, but no migrants or refugees. The responses differed when it came to the factors for hiring a disabled person. While economic factors play a stronger role on the one hand (fulfilment of the quota obligation, improvement of the company’s reputation, economic incentives), on the other hand it is the fulfilment of the professional requirements of the job. In principle, however, both companies see great advantages in employing people with disabilities. It is clear from the participants’ responses that CSR has a very high priority in the companies for various reasons and is seen as a matter of course. The companies see themselves as having a duty in this regard and consider the ongoing training of employees to be a decisive factor.

Accordingly, the responses also show that the companies surveyed treat their employees in a fair and exemplary manner and that employee satisfaction is high.

The Allview CSR coaching provided the two participating companies with a detailed insight into the topics of circular economy, sustainability, training, occupational health and safety and accident prevention. Far-reaching changes and transformations are currently underway in all these areas due to European and national regulations and laws, which will have a massive impact on companies. Examples include the EU’s Curricular Economy Action Plan (CEAP), the German government’s National Circular Economy Strategy (NKWS), the Sustainability Reporting Directive (CSRD) and the EU Deforestation Regulation (EUDR). These upcoming requirements cannot be fully grasped by the companies alone and therefore the companies cannot adapt their forms of business at an early stage. With the knowledge gained, companies can now better plan their future direction and take new, more sustainable business paths. The areas of occupational safety and accident prevention could also be pushed towards improvement through the content of the coaching and the companies were once again sensitized to these important topics. The content and discussions on the various training occupations and training regulations in the wood and furniture industry in Germany raised the companies’ awareness of the future challenges in this area and showed what solutions are available to counter the impending shortage of skilled workers.

7. Coaching phase in Brussels

EURADA

In the following chapter there is a summary of the coaching sessions on Corporate Social Responsibility (CSR) provided in French to one local SMEs in the furniture industry, EMAC Belgium, whose representative and attendee at the coaching sessions was Mr. Luc Mohymont.

EMAC Belgium is a company based in Jumet, Belgium, specializing in the manufacturing of high-tech wooden and PVC joinery, such as doors and windows. Founded over 30 years ago, it has a strong focus on sustainability and energy-efficient solutions. EMAC is committed to recycling, with 100% of its synthetic waste being reused, and the company is powered in part by renewable energy sources, including solar panels and wood residue heating systems.

EMAC serves a wide range of professionals, including carpenters, architects, and contractors, offering products that meet stringent energy standards, including low-energy and passive construction requirements. Their partnership with Deceuninck, a leading manufacturer of profiles, further highlights their dedication to innovation and sustainability.

The sessions, held from July 8th to September 30th, 2024, totalled 20 hours of online coaching and were customized to address the unique needs of each company, considering their current levels of CSR understanding and sustainability practices. The course was delivered by EURADA's in-house consultant Eduardo Jimenez, for his wide experience in the sector developed in the framework of the Cluster HABIC.

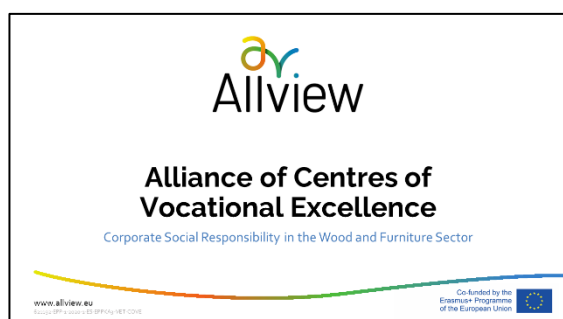
Cluster HABIC is an organization that represents the Habitat, Wood, Office, and Contract Equipment industries in the Basque Country, Spain. It is a business cluster aimed at fostering collaboration, innovation, and competitiveness among companies involved in various sectors related to habitat and furniture, including wood processing, furniture design and manufacturing, and equipment for office and contract markets (like hospitality, public spaces, and commercial environments).

The cluster brings together a wide range of companies, from large manufacturers to small and medium-sized enterprises (SMEs), working in different areas such as design, production, architecture, and innovation. The goal of HABIC is to promote synergies between these businesses and other relevant stakeholders like research centers, universities, and public institutions.

Key objectives of HABIC include:

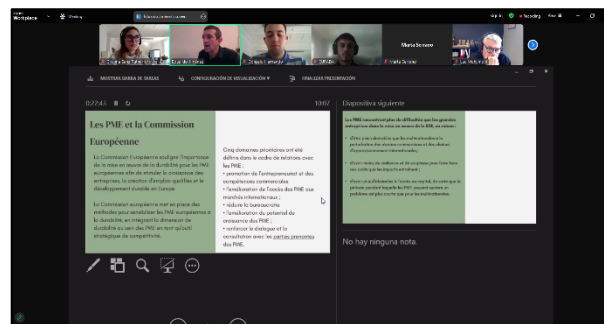
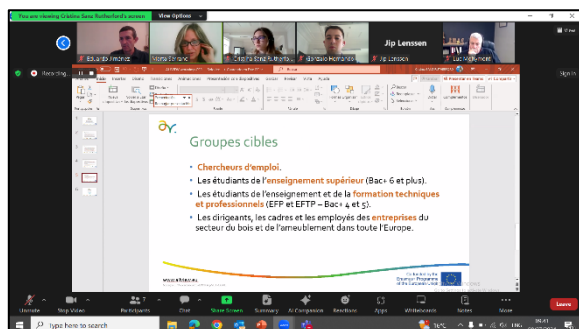
- Promoting Innovation and R&D: Supporting member companies in developing new products, sustainable materials, and innovative solutions for habitat and furniture.
-
- Encouraging Sustainability: Many companies in the cluster are focused on sustainable production processes, from eco-friendly materials to energy-efficient manufacturing.
- Fostering Internationalization: Helping businesses expand into international markets by promoting the Basque furniture and habitat sector globally.
- Training and Talent Development: Offering programs that enhance the skills of employees in the sector and attract new talent to keep the industry competitive.
- Networking and Collaboration: Creating platforms for businesses to collaborate, share knowledge, and develop joint projects, strengthening the region's industrial ecosystem.

HABIC is an important organisation in promoting economic growth, competitiveness, and sustainable development in the Basque Country's wood and furniture sector, as well as in related industries involved in design, materials, and interiors. The online course on Corporate Social Responsibility (CSR) was conducted over 10 sessions, each lasting 2 hours, between July 8 and September 30. The primary goal of this course was to provide participants with a solid understanding of CSR principles and practices, with a particular focus on their impact within the furniture industry. From the very beginning, the emphasis was placed on the importance of integrating sustainable practices into businesses to achieve a balance between social, environmental, and economic responsibilities. The first session was dedicated to introducing the ALLVIEW project, which aims to improve cooperation and innovation within the European furniture sector. This introduction highlighted how the project provides a platform to strengthen the competitiveness of small and medium-sized enterprises (SMEs) by adopting responsible and sustainable practices.



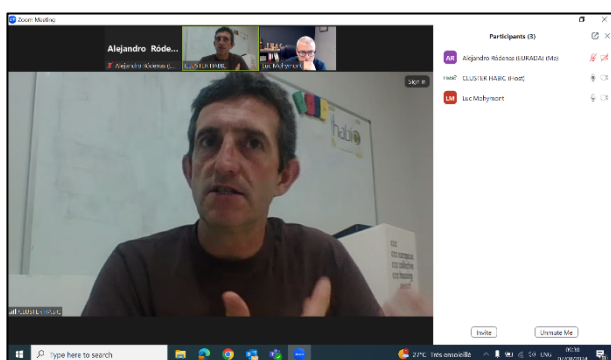
In addition to the project presentation, the first session also offered an overview of how the course would unfold over the following weeks. The structure was explained, including both theoretical presentations and practical case studies, along with spaces for discussion and the exchange of experiences. Each session would address a key aspect of CSR, from the basic principles to the implementation of sustainable strategies in a business context.

The course also included specific content on the Sustainable Development Goals (SDGs) and the principles of the Global Compact, using real-world examples to help participants understand how to integrate these frameworks into their daily activities and enhance the sustainability of their companies.



The subsequent sessions of the course focused on providing a detailed framework on the origin and context of Corporate Social Responsibility (CSR). The fundamental principles of CSR were covered, explaining its evolution over time—from its emergence as a simple business obligation to its transformation into a key strategy for sustainable success. Participants gained insight into how CSR has shifted from being a voluntary practice to an expectation, driven by increasing social pressure and the need to comply with global standards and regulations.

A significant part of the course was dedicated to exploring the role of CSR in the world of small and medium-sized enterprises (SMEs). These sessions emphasized that although SMEs often have fewer resources than large corporations, implementing responsible practices can offer them key competitive advantages. Concrete examples were discussed on how SMEs can integrate sustainability into their daily operations, improving not only their reputation but also their efficiency and profitability. In particular, within the wood and furniture sector, the importance of adopting sustainable practices to protect both the environment and local communities was highlighted.



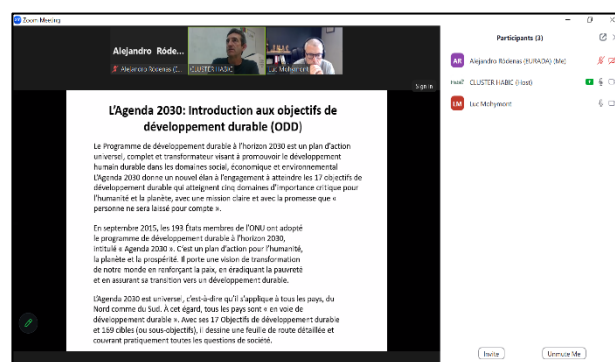
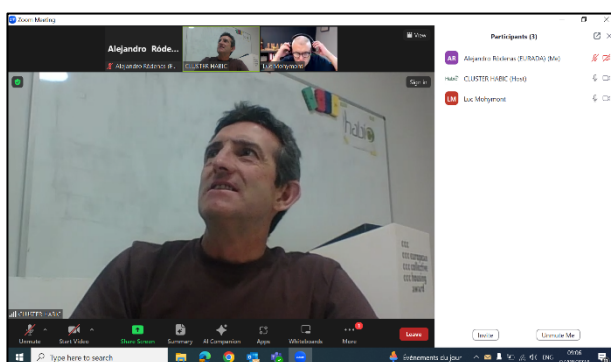
Additionally, several sessions focused on the legislative and regulatory aspects of CSR at the European level. The regulatory framework affecting businesses was explained in detail, including the requirements for non-financial reporting and sustainability-related regulations. Participants explored how these laws not only compel companies to act more responsibly but also create opportunities for those adopting sustainable practices to stand out in the market. This approach provided attendees with a comprehensive understanding of the current demands in the European context and how to prepare for compliance with them.

During several sessions of the course, a detailed explanation was provided on the 17 Sustainable Development Goals (SDGs) established by the United Nations and how they are integrated into business strategy within the framework of the 2030 Agenda. Participants were informed that the SDGs represent a global roadmap for addressing the most pressing sustainable development challenges, such as eradicating poverty, protecting the planet, and promoting peace and prosperity.



It was emphasized that these goals are not just governmental targets but also a significant opportunity for businesses, especially in terms of social responsibility and competitiveness. In particular, discussions focused on how companies, including small and medium-sized enterprises (SMEs), can align their business strategies with the SDGs, contributing to causes such as climate action, gender equality, reducing inequalities, and sustainable innovation, among others.

The sessions also provided an in-depth explanation of the principles of the 2030 Agenda, highlighting its integrated approach to promoting development that is economically viable, socially inclusive, and environmentally sustainable. Examples were given of businesses that have incorporated these goals into their operations, showing how adopting practices aligned with the SDGs not only enhances the company's social and environmental impact but can also open new business opportunities, improve corporate reputation, and strengthen relationships with customers and investors. Participants were encouraged to reflect on how to integrate the SDGs into their own business models, and they were given practical tools to measure and communicate their contribution to these global goals. These sessions provided a practical and strategic approach to how companies can be key players in fulfilling the 2030 Agenda.



The final sessions of the course were practical in nature, focusing on the application of the concepts learned through specific exercises on Corporate Social Responsibility (CSR). These exercises were tailored specifically for small and medium-sized enterprises (SMEs) in the wood and furniture sector, allowing participants to put into practice the strategies and principles discussed throughout the course. During these sessions, real-life cases and simulations were used to help participants identify key areas where their businesses could implement sustainable initiatives.



Practical solutions were explored for integrating sustainability into daily operations, from supply chain management to resource efficiency, with the goal of improving both the social and environmental impact of the companies. The exercises also included the creation of personalized action plans, enabling participants to adapt CSR concepts to the reality of their own organizations. Additionally, tools and methodologies were provided to measure and evaluate the outcomes of these initiatives, allowing companies to quantify the positive impact of their responsible practices.

This practical approach not only helped consolidate the theoretical knowledge gained during the course but also gave attendees a solid foundation for applying CSR strategies to their respective businesses, contributing to the sustainable development of the wood and furniture sector. As a result, the participating companies left the course equipped with concrete tools to effectively implement CSR, generating benefits for their organization as well as for society and the environment as a whole.

The 20-hour online course on Corporate Social Responsibility (CSR) has had a significant and far-reaching impact on the company in the wood and furniture sector. As an industry that heavily relies on natural resources, adopting sustainable practices is not only a moral imperative but also a strategic advantage in today's business environment. This course has provided EMAC with valuable knowledge, practical tools, and a clearer understanding of how to integrate CSR into every facet of our operations, leading to improvements across multiple areas including environmental sustainability, community relations, and brand reputation.

The course also emphasized the importance of reducing waste and improving energy efficiency, which has already translated into tangible operational benefits. Through strategies learned in the course, the company can optimize the manufacturing processes to minimize waste production. For instance, we taught how to adopt better practices for recycling wood scraps and packaging materials, reducing both our environmental footprint and operational costs. These practices contribute directly to the bottom line by lowering material costs and increasing efficiency, demonstrating that sustainable practices are not only good for the planet but also financially advantageous.

In addition to environmental initiatives, the course provided a thorough understanding of the social aspects of CSR. As a result, the company can now implement new policies that support fair labour practices. Furthermore, we consider that new social initiatives taught during the course can enhanced the reputation among local communities, particularly in regions where we source raw materials. By investing in these communities through education and development projects, EMAC can built stronger relationships, contributing to long-term sustainability and goodwill. From a marketing perspective, the knowledge gained from the CSR course has proven invaluable. The company now communicate CSR efforts more effectively to customers and stakeholders. Transparent communication about the sustainability initiatives has led to an increase in brand loyalty, especially among eco-conscious consumers. Additionally, we consider that the company has gained a competitive edge by differentiating itself from competitors who may not prioritize CSR as highly. This enhanced reputation can open new opportunities for partnerships with like-minded businesses and organizations that share the commitment to responsible practices. Overall, the 20-hour CSR course has empowered the company to adopt a more strategic and holistic approach to corporate responsibility. By integrating sustainable practices into operations, improving relationships with workforce and communities, and enhancing the brand image, EMAC has not only mitigated risks but also unlocked new avenues for growth. The long-term benefits of our CSR initiatives are clear, positioning us as a forward-thinking, responsible company that is well-prepared to meet the challenges and opportunities of the modern market.

8. Conclusions

The coaching phase of the ALLVIEW project has emerged as a transformative experience for participants from various companies across Europe, offering a comprehensive moment for collaborative learning and practical application on corporate social responsibility (CSR) principles. Over the course of 20 hours, the coaching sessions brought together professionals from diverse backgrounds and expertise, fostering an enriching exchange of ideas and insights focused on addressing the unique challenges faced by the wood and furniture sector.

Each session was designed to facilitate open dialogue and collaboration, allowing participants to share their experiences and strategies related to CSR implementation. This cross-border interaction proved invaluable, as it not only broadened individual perspectives but also enabled companies to benchmark their practices against industry peers. For instance, companies from Italy and firms from Spain exchanged innovative approaches that highlighted effective CSR initiatives tailored to their specific contexts.

Moreover, the use of online platforms for these sessions significantly increased accessibility and participation, enabling companies from regions with varying levels of resources and expertise to engage fully. This inclusivity ensured that even smaller firms, which may face greater barriers to adopting CSR practices, could benefit from the collective knowledge of larger and more established players in the industry.

The thematic focus on CSR allowed participants to delve deeply into crucial topics such as sustainable sourcing, waste reduction, and community engagement. For instance, during the sessions in Italy participants explored how architectural firms are integrating sustainable design principles into their practices. Similarly, discussions led by SITLiD in Poland emphasized the importance of circular economy principles, showcasing practical case studies that participants could adopt in their own operations.

The coaching phase also emphasized the need for ongoing collaboration beyond the initial sessions. Participants recognized that the evolving landscape of the wood and furniture industry necessitates continuous dialogue and adaptation of strategies to meet emerging challenges, such as digitalization and climate change. This recognition has paved the way for the establishment of informal networks among participants, fostering a sense of community and shared purpose in advancing CSR practices within the sector.

Also, the outcomes of the coaching phase have implications for the broader industry. By equipping participants with enhanced knowledge and practical tools, the ALLVIEW project is contributing to the cultivation of a workforce that is not only skilled but also socially and environmentally conscious. This shift is essential for ensuring the long-term viability and competitiveness of the wood and furniture sector in a market increasingly driven by consumer demand for sustainability.

The coaching phase of the ALLVIEW project has not only strengthened the capacities of individual organizations but has also established a collaborative framework that encourages ongoing engagement and innovation in CSR practices. The lessons learned and connections forged during this phase will serve as a vital resource for participants as they strive to implement sustainable practices, ultimately contributing to a more responsible and resilient wood and furniture industry in Europe.

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