



SUSTAINABLE
futures for enterprise centres

Toolkit PART II:

WEA-model to Sustainable Development

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INTRODUCTION

Toolkit and Action plan

One of the main goals of the SFEC project is to develop a Toolkit and Action plan to facilitate Enterprise centres to start and/or follow up the sustainable movement within their business. The toolkit contains different kind of resources and tools as in a real toolkit.

In short, the Toolkit and Action Plan contains the following parts:

Part I : Step-by-Step Guide to Sustainable Development

Part II : Sustainable Framework WEA-model to Sustainable Development

Part III : WEA-model Baseline measurement questionnaire

Part IV : Inspiration Guide WEA-model

Part V : Action Plan Guide

This is Part II of the Toolkit containing the Sustainable Framework WEA-model to Sustainable Development.

Sustainability and the SDGs

Sustainable development has been defined in many ways, but the most frequently quoted definition is from Our Common Future, also known as the Brundtland Report:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

SUSTAINABLE DEVELOPMENT GOALS



Sustainability is the foundation for today's leading global framework for international cooperation—the 2030 Agenda for Sustainable Development and its [Sustainable Development Goals](#) (SDGs). These goals were adopted by

all UN member states in 2015, with 169 targets to reach by 2030. The goals and target are universal, meaning they apply to all countries around the world. Reaching the goals requires action on all fronts—governments, businesses, civil society, and people everywhere all have a role to play. Further information can be found at the UN <https://sdgs.un.org/goals>

The EU made a positive and constructive contribution to the development of the 2030 Agenda. They are committed to implement the SDGs in all their policies and encourage EU countries in doing the same. Further information: https://ec.europa.eu/international-partnerships/sustainable-development-goals_en This is also incorporated in new growth strategy of the EU the [European Green Deal](#) aiming at a [climate-neutral EU by 2050](#).

Within the SFEC-project the consortium made the choice to focus on the following goals, because they are important for Enterprise centres:

1. Sustainable Infrastructure/Buildings – SDG11 Sustainable cities and Communities and SDG13 Climate action.
2. Energy and Resource Efficiency – SDG7 Affordable and clean energy and SDG12 Responsible consumption and production.
3. Sustainable Eco-systems and Collective Action – SDG4 Quality Education, SDG12 Responsible consumption and production and SDG17 Partnership for the Goals.
4. Digital Technology for Sustainable Enterprise Centres – SDG8 Decent work and Economic Growth and SDG13 Climate action.
5. Sustainable Futures for Enterprise Centres – SDG9 -Industrial innovation and infrastructure and SDG17

Why this framework ?

A fast-growing group of companies, organisations, governments and educational institutions asks themselves the following questions: What is the footprint of our business? How do we contribute to the transition towards a sustainable and circular economy? How do we contribute to the SDGs? What will be or should be the effect on our business? Is our Enterprise centre future proof? What is our role regarding the SDGs towards our community? How can we grow and learn to make the necessary transition towards sustainable business?

This report introduces the Sustainable Framework for the Erasmus+ project Sustainable Futures for Enterprise Centres – SFEC (2020-1-UK01-KA202-078988). We call this framework the Whole-of-Enterprise Approach to Sustainable Development (**WEA-model to Sustainable Development**). This framework is the starting point and fundament for the IO2 Toolkit and Action plan. It describes a framework to work on sustainable development within Enterprise centres. It facilitate Enterprise centres and their tenants to find answers to the above mentioned questions.

The framework is holistic and multidisciplinary, aiming at innovating your organisation into a future proof organisation in which sustainability is guiding all your organisational decisions and procedures.

Implementing sustainability in your organisation is not just putting solar panels on your roof. It is much more! If you really want your Enterprise centre to be a sustainable organisation you need to take a holistic and therefor also multidisciplinary approach. You need to take actions on every aspect of your organisation, starting with a well thought sustainability vision and strategy. For example, your building and business processes, your products and services, your employees, tenants and your network and stakeholders. By doing this your Enterprise will grow into a real sustainable business in which sustainable thinking and doing is the new standard in every 'corner' of your organisation. You may call that sustainability needs to be implemented in the DNA of your Enterprise centre.

The WEA-model to Sustainable Development

Preface

The Whole-of-Enterprise Approach (WEA-model) to Sustainable Development supports Enterprise centres and tenants in order to start their sustainable movement and work on the SDGs of their choice. That means thinking from the viewpoint of different change domains like your products and services and building & business operations and making them more sustainable. It also poses questions about the expertise that Enterprise centres need for this (professional development) and which partners and stakeholders (Environment) can contribute to this journey of discovery. This is all done on the basis of a shared vision.



The WEA-model to Sustainable Development

The WEA-model to Sustainable Development is visualised by a tree with different branches. The tree is a metaphor for growth with the 'vision' tree trunk as solid base and the different branches representing the domains of change that enterprises should work on:

1. Building & Infrastructure
2. Professional Development
3. Environment
4. Services
5. Products

We will discuss the different domains of change in more detail in the next paragraphs.

** The WEA-model was inspired by a model which was developed in the Netherlands for the Sustainable Development of Education (See: <https://wholeschoolapproach.lerenvoormorgen.org/en/>) and developed and translated towards Enterprise centres by INTREEGUE.

Vision

What is your vision for 2030?

The core of the WEA-model is about vision and the question what we want to achieve with our Enterprise centre related to the SDG's and the way we want to achieve this. On the one hand, the vision is about your responsibility

towards your own development as a business or profession to make it more future proof. On the other hand, it is also about the responsibility that Enterprise centres are willing to take regarding climate change, CO2 emission and the transition towards a circular economy. It thereby constantly connects to the main challenges we need to solve and the goals we want to achieve together.

The WEA-model invites you to rethink your vision towards a vision in which sustainability is the core issue and makes your business future proof. Main question to be answered is: How can and will our Enterprise centre contribute to a sustainable world and future for us all?

By giving substance to the future image of the Enterprise centre together with your board of directors, employees, tenants and community members, a jointly shared “dot on the horizon” is created; a dream that is realised together. It provides a common ground and guidance for your ambitions, plans and actions related to the several change domains (the branches of the tree).

Example questions to discuss with each other

- What do we think is important for the sustainable movement in our business?
- What is our common ‘dot on the horizon’ we want to achieve in 2030?
- What are the key issues?
- Which Sustainable Development Goals (SDG) are especially important for us?
- What is our role towards our tenants and the local and regional community that we serve?
- What will be our strategy to realise it? Global milestones?
- How do we involve our employees and stakeholder in drawing up this vision?
- How do we make the realisation of our vision an ongoing process till 2030?
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Products

What kind of products do we deliver?

The complexity of sustainability issues requires a holistic integrated approach. It is key that entrepreneurship for sustainable development is reflected throughout the development and design, production and delivery of the products of your business.

For some Enterprise centres this might be not the central aim because they are basically a centre delivering services, but there are always some kind of products involved in these services. It is important to rethink the design, development and delivery of these products from a sustainable viewpoint. It also important to take the whole chain of your products into account: from base materials to the delivery and recycling of your products. For example, is it possible to use alternative sustainable basic materials? What can you organise to recycle it and produce less waste? Keep in mind that a minor first step regarding your product might have a big sustainable impact! So start small and grow your products to be sustainable products during the upcoming years.

Example questions to discuss with each other

- What sustainability issues are relevant for the production, composition and recycling of our products?
- Which SDGs are most important related to our products?
- How can you make your product more sustainable?
- What do we need to make it more sustainable?
- Which problems do we need to solve?
- What knowledge and experts do we need to make these changes?
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Services

Which services do we deliver?

Some Enterprise centres focus on the services they provide to customers. This is especially true for Enterprise centres who deliver all kinds of services to their tenants and community, like well-equipped offices and conference rooms, digital services, catering services, communication and marketing services. They are service oriented organisations in which products have a minor role. It is important to rethink these services from a sustainable viewpoint, connected to these services: don't forget the competences and attitudes of the people providing these service. They have a key role in the delivery of these services and can make a big difference.

Working in the 21st century rises special demands for employees who deliver 'sustainable' services. New competences and attitudes are needed, like [transversal skills](#). Skills that help to adapt to changing context, work conditions and tools. It is important to discuss with each other what your individual view is and how your team can mirror and strengthen each other. This complex time, in which changes occur quickly, requires lifelong learning and therefore methods to stimulate and maintain the curiosity and motivation of your employees to develop themselves into sustainable thinkers and workers.

Example questions to discuss with each other

- What sustainable issues are connected to our services? Think about design, development and delivery.
- Which SDGs are important related to our services?
- What kind of new skills (both transversal and technical) and attitudes are needed?
- How do we create space for employees and tenants to discover what contribution they are capable of and willing to make our services more sustainable?
- How do we stimulate the creativity, entrepreneurship and talents of employees regarding these services?
- What does this require of our attitude as employees and as a team?
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Building & Infrastructure

What are our main building & business operations?

Coordination between your vision and the work environment is important in order to bring products and services for sustainable development to life. How is your vision to sustainable development reflected in your building, your infrastructure and business operations? This can be done in many ways. Think of sustainable energy, recycling, waste management, water management, purchase management, mobility, the food in your canteen or the layout of your business premises. If all these are taking care of it will ultimately create an Enterprise centre that 'breathes' sustainability and is inspiring for your employees, tenants and community.

But also, by facilitating sustainable transport, thinking about green ICT, building or renovating in a circular manner and applying sustainability criteria for your contracts (purchasing, cleaning etc), you show what you stand for and set a good example for your tenants and community. In addition to these examples, Enterprises centres should also pay attention to social aspects of sustainability, such as promoting equality and inclusion.

Example questions to discuss with each other

- How do we show the importance of sustainability within our building and workspaces and their surroundings?
- Which SDGs are important related to our building, our infrastructure and business operations?
- In which business operations can we implement circularity and reuse materials?
- How can we make our energy supplies more sustainable?

- How can we make our water supplies more sustainable?
- How can we manage our waste and make it more sustainable?
- How can we make our food and catering more sustainable?
- What about our mobility management and transport facilities?
- How can we make our purchase management more sustainable?
- Can we make our ICT facilities more sustainable?
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Professional development

How do we keep up with sustainable innovations?

Starting with awareness of the need of sustainability professional development focuses on all employees of the enterprise, from board of directors to staff and workers. It also may include your tenants and other stakeholders related the role you are willing to play towards your community. It is about keeping up with and discussing both professional developments and the social developments that we as people, citizens and employees all have to deal with.

If you are aiming at being an Enterprise centre in which sustainable thinking and doing is self-evident, this requires to reflect individually and as a team on whether the competences (knowledge, skills and attitudes) are available to start this movement. The Enterprise centre should stimulate and facilitate the development of a basic professional attitude that promotes sustainable behaviour. For example, sustainability should also be part of your HRM, when hiring new staff and during the performance reviews of your employees.

Example questions to discuss with each other

- How can we create awareness of the importance of sustainability?
- Which expertise do we need?
- Which knowledge, skills and attitudes are important for our employees?
- What knowledge, skills and talents do we already have?
- What about our communication and marketing?
- How can we involve employees, tenants and our community in making our business more sustainable?
- How can we reinforce each other in our professionalism for sustainable development?
- Are we up-to-date with regard to sustainable developments in our field?
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Environment

In which environment are we operating?

The context in which your Enterprise centre is operating is changing rapidly. More and more people, including entrepreneurs, education and governments, are engaged in sustainable development. Everyone knows why this is important, but exactly how we can achieve the transition from an unsustainable to a sustainable world is a learning process for everyone. That is why we need to connect to our environment to find the best solutions and cooperate and grow together with partners in our network. The connection with society and the physical environment therefore plays an important role in the WEA-model.

Enterprise centres can make an important contribution to this movement while cooperating with tenants, stakeholders and other network partners. They are mostly regional hubs that can facilitate these connections and communities. Cooperation with the environment nurtures the business and the business nurtures the environment!

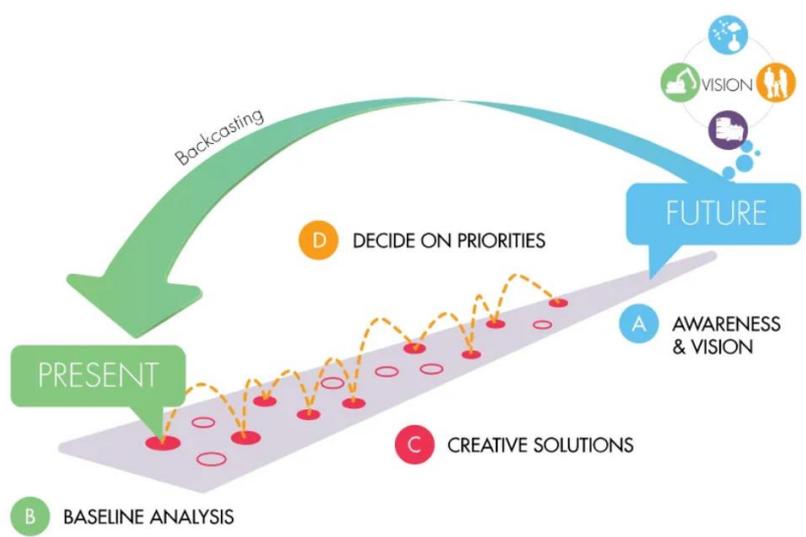
This exchange creates energy, opportunities and creativity for meaningful growth for everybody involved.

Example questions to discuss with each other

- What is our network like? Which partners are associated with our business? What is their sustainable profile?
- Which new partners and experts do we need to realise our sustainability ambitions and goals?
- How do we continue growing our sustainable network?
- What can our business learn from our partners? How could they contribute?
- What do we have to offer to our tenants and community?
- Do we structurally facilitate our partners to learn from our experiences?
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Using the WEA-model to Sustainable Development

The WEA-model is a framework to rethink all the processes of your business from a sustainable viewpoint. The Natural Step method gives us a good method to work with the WEA-model to Sustainable development.



OUR ABCD PROCESS

The rules for sustainability are not isolated. To apply them, we go through our ABCD process.

After creating awareness and defining your vision (A) it is important to map and analyse your current business through a baseline analysis (B). Which developments and initiatives already started? And what is the level of integration in your business? This can be done with the baseline measurement questionnaire that is also available in Part III of the SFEC Toolkit. After analysing the current situation you can start thinking about creative solution (C) and decide on your priorities (D). After each step you refine the present steps which makes it an ongoing process.

Within this process it is important that you repeat your baseline analysis on a regular basis to measure the improvements you make on your way to realise your vision and ambitions in 2030.

This method is fully described in our [Step-by Step Guide](#) in [Part I](#) of the Toolkit.