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CREASUS

Sustainability Business Models for CCSIs

DELIVERABLE 2.2 ACTIONS FOR SUSTAINABLE TRANSFORMATION OF CCSIS

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Written By	Izaskun De Allende (ZAB) and Silvia Agrafojo (ZAB)	
Checked by	Roberto Bernad (Coordinator, FBS)	
Reviewed by (if applicable)		
Reviewed by (if applicable)		
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Publishable summary

The purpose of this document is to define actions and best practices for the sustainable transformation of CCSIs, to be included in a self-assessment tool developed by the EU project CreaSus. The deliverable states the methodology and procedure used in order to propose these actions and best practices identified for the sustainable transformation of the CCSIS and its integration in the self-assessment tool developed within CreaSus. This deliverable will therefore serve as the basis for the consolidation of the actions in the self-assessment digital tool to be developed for CCSI-s to evaluate and take steps on advancing sustainability in their organizations.

1. Introduction

1.1 Sustainable transformation of CCSIs within the CreaSus project

CreaSus aims at developing a self-assessment tool for Cultural and Creative Industries (CCSIs) to better understand key sustainability indicators, and the implementation of actions and best practices that may apply to the CCSIs, to make informed decisions to move towards more sustainable business models.

The CCSIs sustainability self-assessment tool is composed of a set of indicators addressing governance, social and environmental sustainability pillars as outlined by *D2.1 Sustainability assessment model for CCSIs,* and a set of actions and best practices to be applied to each indicator defined in *D2.2 Actions for sustainable transformation of CCSIs* (WP2). The tool will be completed with other resources to promote this transformation, such as funding schemes (WP4) and opportunities for new potential sustainable business models (WP4) The project will foster cooperation between CCSIs and promote citizens' awareness on sustainability issues through cultural activities and innovative proposals.

CreaSus understands CCSIs as key-contributors to avoid or reduce negative impact on the environment while considering social aspects by introducing CCSIs managers and professionals to innovative practices that will simultaneously contribute to profitably strengthen their business.

As part of these ambitious goals, the first step is to co-design and co-define the sustainability assessment model (WP2). This work is divided into four tasks, namely:

- T2.1 Pre-definition of the sustainability assessment model
- T2.2 Co-creation of the sustainability assessment model for CCSIs
- T2.3 Actions for sustainable transformation of CCSIs
- T2.4 Development of the CreaSus self-assessment digital platform

The deliverable *D2.2 Actions for sustainable transformation CCSIs* falls under Task T2.3 Actions for sustainable transformation of CCSIs, whose objective, as specified in the Grant Agreement, is to:

- Define actionable, CCSIs-specific sustainability actions in the form of guidelines on good practices on the integration of the three pillars of sustainability within CCSIs business models.
- Define appropriate actions for implementing the recommendations provided in the guidelines.
- Integrate metrics for progress reporting based on the system of indicators developed on T2.4

1.2 Objective of the deliverable

The purpose of this document, is to describe the procedure followed to identify, categorise, and define actionable practices for the sustainable transformation of the CCSIs to be

integrated in the sustainability self-assessment digital platform to be developed within the project (T2.4).

Following this approach, the deliverable builds on the framework defined in *D2.1 Sustainability assessment model for CCSIs (T2.1 and T2.2)* by defining most suitable sustainability implementation actions and best practices when available for each indicator of the framework.

1.3 Structure of the deliverable

Section 1 – **Methodology** for the selection of the actions for sustainable transformation of CCSIs. This section explains the process through which the framework of actions and best practices has been constructed. It describes the overall approach to the CreaSus self-assessment tool framework.

Section 2 – **Existing sustainability frameworks** analysis carried out to understand what´s been done so far in terms of providing direction to organizations and CCSIs in particular to build pathways towards increasing their sustainability.

Section 3 – **Framework of actions** for sustainable transformation of CCSIs. This section aims to describe in detail the specific actions and good practices proposed to be integrated within the system of indicators for CCSIs. It also shows the relationship between the indicators proposed by *D2.1 Sustainability assessment model for CCSIs* and the proposed actions, which means that each action and best practice (when available) is linked to a specific indicator and its proposed metric. This framework aims to provide CCSIs with recommendations and resources to improve their sustainability practices regarding each indicator.

2. Methodology for the selection of actions and best practices for a sustainable transformation of CCSIs.

The approach for this study consisted of three parts. The first step was the desk review of the state of the art of existing sustainability frameworks that describe actions and practices that organizations could implement to contribute towards becoming more sustainable. Where possible, these practices are specific to the cultural and creative industries (CCSIs). The second step provided the selection of relevant actions and best practices to be linked to each indicator defined in the indicators system presented by *D2.1 Sustainability assessment model for CCSIs*. The last step was to define how the whole framework would be presented to the CCSIs through the CreaSus digital platform and define the resources that the CCSIs would get from completing the self-assessment process using the CreaSus self-assessment tool.

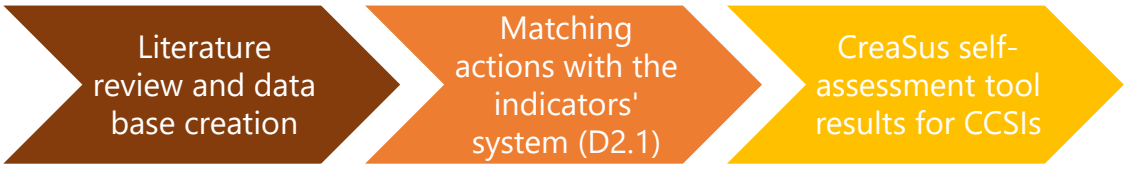

Figure 1. Steps of the process to integrate actions with the Creasus indicators system (D2.1)

The literature review allowed to have a general overview of the efforts being made so far to enlighten and guide the pathway towards sustainability for European CCSIs. The review on existing main international, European, and national frameworks and standards allowed to create a preliminary collection of more than 650 actions and best practices.

Then, a classification of these actions into the three ESG sustainability pillars (environmental, governance, and social) was carried out. This classification, allowed for the actions and best practices to be carefully linked to each indicator response value included in the CreaSus sustainability assessment model (D2.1).

Finally, a first approach to the potential result of the digital self- assessment tool to be developed has been proposed. This proposal follows the objective to provide CCSIs completing the self-assessment with a pre-filled and editable document that could contribute to their sustainability planning, including the evaluation of their self-assessment and a set of potential actions they could implement in their pathway towards sustainability.

2.1 Overall methodology approach

After several discussions between CreaSus project partners, and in line with the CreaSus indicators´ system presented by D2.1, it was agreed that the actions and best practices proposed for CCSIs to advance sustainability practices should follow the characteristics described below.

Alignment of the CreaSus self-assessment framework with EU corporate sustainability strategy

As indicated in both D2.1 and this document, there are many sustainability frameworks that have been working on aspects related to providing measurement options and potential actions for organizations and companies to advance sustainability. However, until the European Commission (EC) adopted the final delegated act of the European Sustainability Reporting Standards (ESRS) in 2023 there has not been a unified system of analysis and reporting.

The ESRS are the sustainability reporting standards that underpin the Corporate Sustainability Reporting Directive (CSRD). The Directive requires all large companies and all listed companies (except listed micro-enterprises) to disclose information on what they see as the risks and opportunities arising from social and environmental issues, and on the impact of their activities on people and the environment. It is believed that the Directive will slowly affect all sectors and companies across Europe, and this is the reason why the CreaSus model would like to contribute to support CCSIs getting ready for this pathway.

Therefore, the actions and best practices suggested in the model aim to, not only suggest up to date and latest European way forward methods, but also, to align with potential future requirements for these organizations.

Although the ESRS will keep evolving and it is being adapted to critical sectors, there is currently no specific adaptation for CCSIs. However, CreaSus has tried to gather and specify actions and best practices suitable for CCSIs.

Proposed actions for the CreaSus sustainability framework

Specifically, the actions include general approaches applicable to any type of organization and in line with the ESRS. These standards have been supported with more specific measures for CCSIs where specific information on this subject exists.

In order to understand how the different actions have been proposed, it is necessary to briefly analyse the CreaSus indicator system, and the type of responses provided in it. Different indicators allow for different response options such as:

- **Single choice:** Organizations are given a battery of options, but they can only choose one.
    - Qualitative answers (E.g., Yes/No; Always/Very often/Often/ Sometimes/ Never)
    - Quantitative answers (E.g., 0-20%; 21-50%; 51-70%; 71-100%)

Code	Category	Indicator	Question	Type of answer
SOC06	Workforce	Parent and caregivers permits	What percentage of employees, after taking parental leave, returned to work in the last 5 years?	Not applicable; 51-75% (0.75); >76% (1)

Figure 2. Example of single-choice indicators

- **Multi-choice**: Organizations are given a battery of choices to choose from and they could choose more than one option.

Code	Category	Indicator	Question	Type of answer
GOV01a	CSR strategy	Sustainability reporting	Are you implementing sustainability reporting in accordance with the CSRD (Corporate Sustainability Reporting Directive) or other standards? If Yes, does the reporting include specific information on...	Climate change (0,1); Pollution (0,1); Water and marine resources (0,1); Biodiversity and ecosystems (0,1); Circular economy (0,1); Own workforce (0,1); Workers in the value chain (0,1); Affected communities (0,1); Consumers and end-users (0,1), Business conduct, corruption and bribery (0,1)

Figure 2. Example of multi- choice indicators

- **Open responses**: organizations are asked to provide specific metrics they use to measure an indicator.

Code	Category	Indicator	Question	Type of answer
ENV06a	Resource use	Water consumption	Please indicate the water consumption data you can provide from the last year available (e.g. water use at headquarters, water use for the production of products or services)	2x Open fields: type of unit/number of units (no scoring assigned)

Figure 4. Example of open response indicators

When proposing actions, open answers or metric based indicators have been omitted as no previous benchmark exists to allocate them a score, and therefore no actions and good practices adapted to the context of each of the CCSIs can be accurately assigned. These indicators are: ENV01a, ENV02a, ENV06a, ENV08, ENV16a, ENV17a, SOC20b.

Likewise, indicators with a multiple-choice answer option do not have an action assigned but, in this case, the multi choices have been presented as actions for more general indicators. For example, in SOC18a, SOC28a, where the multichoice options are recommended actions for indicators SOC18 and SOC28.

Therefore, single choice indicators, which represent the majority of indicators, are the ones that have been considered for the proposal of actions and best practices.

As described before, each single choice indicator has two types of answer, qualitative or quantitative. When the answers to an indicator reach the highest score, no action has been proposed, as it is understood that the organization completing the assessment is performing well in relation to the indicator assessed. However, in this positive answer cases, CCSIs completing the assessment will be invited to voluntarily consult the actions or good practices related to the indicator being directed to the deliverable.

When the answers to the indicator are lower than the highest score, an action and a best practice have been provided. Where there are more than two answer options, these responses have been grouped. For example, when asking about the frequency of an action and the responses were "Always/Very often/Often/Sometimes/Never", the procedure is as follows:

- "Always" is not considered, as it implies the most positive performance in relation to the indicator.
- "Very often" and "Often" are grouped together and given a battery of actions.
- "Sometimes" and "Never" are grouped together and receive a different, or more detailed set of actions than "Very often" and "Often", as they are further away from good performance.

In relation to the proposed actions, for those indicators with two answers option (Yes/No), and therefore only one negative answer, a battery of actions has been proposed to achieve a good performance of the indicator. For those indicators with more than one answer option, all of them gradual (frequency, percentages), actions adapted to the performance status have been proposed with the objective of getting the best performance of the indicator.

If the source from which the indicator is derived, mostly EFRAG, presents actions for the achievement of good performance, those from this source have been proposed. If not, a combination of the literature review database has been provided, and if no actions have been identified following this method, a specific and ad hoc search has been carried out to offer actions and good practices. Where possible, actions have been also phased (long, medium, or short term) or sector-specific actions have been identified.

Actions are understood as feasible activities to be implemented by CCSIs with the objective of obtaining the best performance in relation to an indicator.

Proposed best practices for the CreaSus sustainability framework

For those indicators for which actions have been proposed, best practices have also been provided. CreaSus has defined best practices as tools, resources, or examples (guides, calculators, checklists, news, etc.) that allow for a better understanding of the context of the indicator and facilitate the implementation of actions.

Where specific practices for CCSIs have been identified in the taxonomy, these have been included in the best practices section.

Both actions and best practices and their relation to indicators have been defined and described using the following colour coded template for each indicator in section 4.2 of this deliverable (Green corresponds to environmental actions, orange to social actions and blue to governance actions).

Indicator code:	
Related indicator question	
Related category and indicator	
Answer to indicator	
Implementation Action	
Answer to indicator	
Implementation Action	
Best Practice	
Source	

Figure 3. Action and best practices template for each indicator.

Metrics defined by the CreaSus indicators system

The metrics defined by the CreaSus actions framework are those corresponding to the response options of each indicator:

- Qualitative cases: Yes/In progress/No.
- Quantitative cases: Percentages, frequencies.

In some cases, if more specific metrics are available, it has been recommended to access other sources and to measure these aspects on a voluntary basis[1]. Considering that the CreaSus framework is mainly based on the EFRAG framework, but with a more generalist approach, based on readiness in relation to sustainability reporting, the actions are aligned with the promotion of reporting and measurement. However, in order to engage as much CCSI organizations as possible to complete the self-assessment and given that the ESRS has just started to be implemented, CreaSus does not consider it necessary for organizations to have a specific and exhaustive measurement of all the metrics offered within this framework.

The CreaSus self-assessment and actions framework, aims at pointing CCSIs in the direction towards starting or continuing their pathway towards sustainability in a supportive way.

2.2 CreaSus self-assessment outcomes for CCSIs

Once CCSIs have answered all the questions included in the CreaSus self-assessment tool, they will be able to access a "recommended actions and best practices" section within the digital platform. This section will show the recommended actions and best practices for each indicator where they did not obtain the best performance. Then, depending on the reported answer, the battery of actions proposed for that specific status of the indicator will be shown.

For those organizations where the performance was the highest possible, a standard sentence will be shown offering them the possibility to be redirected to this deliverable in case they would like to obtain more information on actions and best practices related to a specific indicator.

CCSIs will also have the option to download an editable word document so that they could generate their own sustainability transformation plan.

CCSI organizations could complete the assessment on a regular basis (e.g., yearly) to understand their progress and performance. For each assessment completed the actions will be updated based on the new results.

[1] ANNEX I to Commission Delegated Regulation (EU) 2023/2772 supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards, published in the Official Journal of the European Union on 22 December 2023 and including the corrigendum published on 18 April 2024.

3. Existing frameworks and experience on corporate sustainability: A literature review and selection of actions and best practices for CCSIs.

As discussed by *D2.1 Sustainability assessment* model *for CCSIs,* identifying or developing indicators to assess the sustainability of cultural and creative sectors and industries (CCSIs) presents challenges due to, among others, the lack of guidance and a scarcity of research on how to adopt sustainable practices in CCSI products, services, and business models. This is also the case when trying to find sustainable specific actions and best practices for CCSIs.

Cultural and creative organizations can be important actors in the sustainability transition, due to their high visibility potential and public trust, however the need for a concerted approach to sustainability in the cultural sector, including a common standard, regular monitoring, and incentivized funding are observed.[2]

In this regard, there are several articles, reports, initiatives, and projects that have researched on the needs, potential solutions, and best practices available for CCSIs, but this information appears fragmented in a variety of reports, tools, and guidelines. CreaSus has collected and categorised some of the most relevant actions and best practices found in different sources, to link these to the indicators system described in D2.1. This work, therefore, completes the framework that will be the basis for the digital self-assessment tool to be developed by the project.

3.1 Sustainability actions

As the Sustainability assessment model for CCSIs (D2.1) has considered the European Sustainability Reporting Standards explained (ESRS) as a basis for the indicators´ system, this deliverable has also explored the framework in terms of recommended actions and potential best practices. In addition to the ESRS, other well-known and not so well-known frameworks have been analysed in search for meaningful actions and best practices for CCSIs:

The European Sustainability Reporting Standards (ESRS)

In 2021, the European Commission adopted a proposed Corporate Sustainability Reporting Directive (CSRD). This Directive came into force on 2023 modernising and strengthening the standards for social and environmental information subject to reporting. Companies subject to CSRD will have to report according to the European Sustainability Reporting Standards (ESRS) developed by the European Financial Reporting Advisory Group (EFRAG). The ESRS include the following standards:

[2] Müller, M., & Grieshaber, J. (2024). How sustainable are cultural organizations? A global benchmark. *Sustainability: Science, Practice and Policy*, *20*(1). https://doi.org/10.1080/15487733.2024.2312660

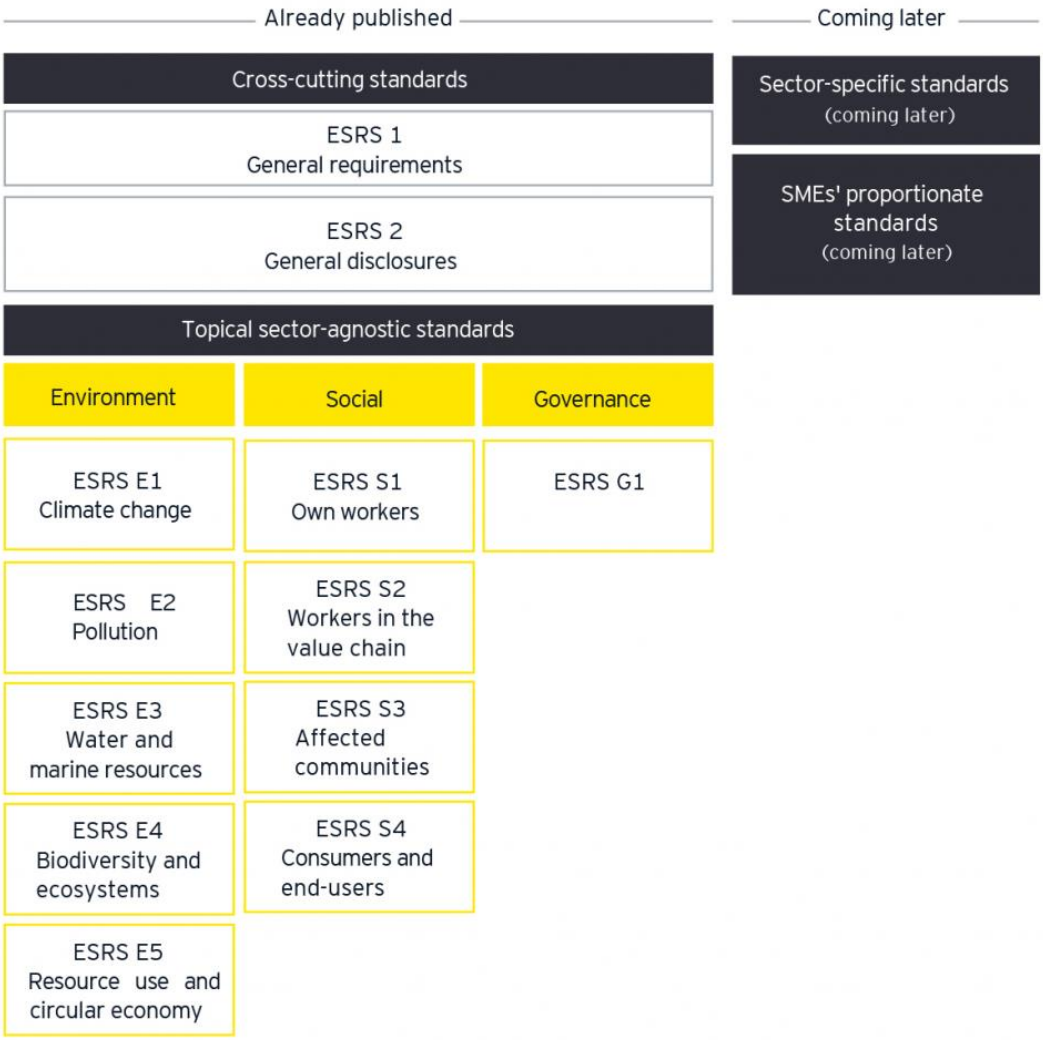

Figure 4 - ESRS framework

Considering how comprehensive these standards are, the European Commission, via EFRAG, has prepared explanatory documents[3] that include drafting conventions and fundamental concepts used for the ESRS standards, and the general requirements for preparing and presenting sustainability information. This information has been assessed and used to identify some of the actions.

Sustainable Development Goals (SDGs)

The SDGs have been considered when defining the indicators' framework, and thus in the search for actions and good practices. Generally, all the updated sources consulted had the SDG focus as a basis, and in case the basis was not clear, the SDGs were checked to verify the alignment of actions with the SDGs.

3 ANNEX I to Commission Delegated Regulation (EU) 2023/2772 supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards, published in the Official Journal of the European Union on 22 December 2023 and including the corrigendum published on 18 April 2024

3.2 Sector specific European relevant initiatives

Greening the Creative Europe Programme[4]

This study covered the 'greening' of the previous Creative Europe Programme from 2014-2020 and the first two years of the current programme (2021 and 2022), its subprogrammes/ strands, schemes, actions, and projects. It looked at the Creative Europe Programme's impact on 'greening' of the CCSIs, structuring 'greening' support to the European cultural and creative ecosystem, and raising awareness of programme stakeholders, including potential applicants and audiences about the need for a green transition.

Greening the European Audiovisual industry[5]

This study, commissioned by the European Commission, analyses the audiovisual sector in light of its main activities and their contribution towards GHG emissions, providing a breakdown across the different sub-sectors of the industry. Building on these insights, the report develops a set of recommendations and guidelines for the sector. As the study looked at the audiovisual industry overall, the guidelines are particularly exhaustive in terms of coverage of activities, capturing energy consumption, the use of office and studio premises, mobility and transportation, accommodation, the use of equipment, catering, and material use (lighting, set construction, and costumes).

Julie´s Bicycle[6]

Julie's Bicycle, a network of more than 200 organizations from the arts and Culture Sub-sectors, has developed an extensive set of guidelines and good practice examples, covering a range of the different sub-sectors also covered by the Creative Europe Programme. The guides the organization has developed encompass different Culture Sub-sectors and activities. Julie's Bicycle offers guides for museums and heritage, music (including festivals and outdoor events), theatre, orchestra, festivals (focusing on energy consumption), visual arts, and dance.

All these guides provide tailored advice on how main activities in each of the sub-sector can be greened and how carbon emissions can be reduced. Usually, the guidelines include actions to green activities that are relevant across sub-sectors (e.g., use of office space, energy consumption, travel and mobility, water and waste management) and then offer more specific suggestions, depending on the sub-sector. In addition to these guides, Julie's bicycle also provides an extensive list of activity-related guidelines, notably covering food and catering, plastic use, printing, event organization, energy consumption, waste management, water management, mobility, production and material use, sustainable procurement, packaging, and transport.

[4] Greening the Creative Europe Programme - Publications Office of the EU

[5] Greening the European Audiovisual Industry | Shaping Europe's digital future

[6] Note that the UK left the EU on 1 of February 2020. Future Creative Europe beneficiaries can still use resources from this network for inspiration yet are invited to be mindful of any implications of Brexit.

While the guidelines oftentimes contribute additional angles or aspects, they often cover recommendations for the same types of activities. These overlaps suggest that there is a limited need for sector and sub-sector level guidelines, while the uptake of these resources could be further promoted[7].

This is where CreaSus wants to play a distinctive role, by adapting existing sustainability indicators (D2.1) and recommended actions and best practices (D2.2) to CCSIs and integrating them into a user friendly, easy to share self-assessment digital tool.

[7] Greening the Creative Europe Programme - Publications Office of the EU

4. Matching actions and best practices with the CreaSus indicators´ system. A framework for sustainable transformation of CCSIs

The framework of actions for sustainable transformation of CCSIs links the implementation actions and best practices (when available) selected with the indicators model, to complete a framework that not only will provide CCSIs with a self-assessment tool, but also with advice and support to plan and establish concrete actions to improve sustainability aspects.

4.1 Working with the CreaSus indicators´ framework

The development of the framework of actions is closely related to the indicators´ framework developed by T2.2 and delivered in *D2.1 Sustainability assessment model for CCSIs*. Furthermore, both tasks have run in parallel, and all partners have contributed to the indicators´ framework to achieve a common understanding for the proposed method as it is finally described in D2.1:

ENVIRONMENTAL INDICATORS			
Code	**Category**	**Indicator**	**Description**
ENV01	Climate change	Monitoring system	The item expresses the direct measure of emissions from human activities that contribute to climate change.
ENV01a	Climate change	Emissions	This subitem completes the previous indicator in case an organization answered "Yes". It is an open field indicator in which the organization is expected to introduce the emissions data it collected (type of unit and quantity)
ENV02	Climate change	Climate change adaptation	The item investigates the monitoring of the energy consumption by the organization in its activities. The definition of "your activities" is open, so it could refer to the monitoring of energy consumption in the usual day-to-day activity or only in specific events. This indicator is completed with open fields to provide the data resulting from the monitoring if available.
ENV02a	Climate change	Energy	This subitem completes the previous indicator in case an organization answered "Yes". It is an open field indicator in which the organization is expected to introduce the energy consumption data it collected (type of unit and quantity)
ENV03	Resource use	Energy efficiency	This item is inquiring about actions to implement renewable energy systems (e.g., photovoltaic, solar thermal, biomass boilers) or about the contracting of renewable energy supply
ENV04	Innovation	Energy efficiency	The item investigates actions adopted towards energy implemented by the organization with a view to reducing emissions and pollution
ENV04a	Innovation	Energy efficiency	The item measures the introduction of technology solutions aimed at improving energy consumption

ENV05	Resource use	Indoor air quality	The item investigates whether the organization adopts tools that enable effective management of heating and cooling systems to prevent overheating or undercooling of business areas
ENV06	Resource use	Water consumption	The item investigates the presence of water consumption detection practices
ENV06a	Resource use	Water consumption	This item completes the previous indicator in case an organization answered "Yes". It is an open field indicator in which the organization is expected to introduce the water consumption data it collected (type of unit and quantity)
ENV07	Resource use	Water consumption	The item investigates the presence of systems for reducing water consumption by the organization with a view to ensuring greater protection of water and marine resources, also with reference to reduction of water withdraws, water consumption, water use, habitat degradation and the intensity of pressure of marine resources.
ENV08	Resource use	Biodiversity strategy	The item requires information about activities such as music festivals, concerts, fairs, shows, etc. organized in an outdoor space during the last year
ENV08a	Resource use	Biodiversity strategy	*The subitem verifies the presence of ecological measures for waste management.*
ENV08b	Resource use	Biodiversity strategy	The subitem investigates the presence of strategies implemented by the organization to preserve biodiversity through processes of valorisation and protection of landscapes and sites.
ENV08c	Resource use	Biodiversity strategy	The subitem investigates the presence of strategies implemented by the organization to preserve biodiversity through processes of valorisation and protection of landscapes and sites.
ENV9	Resource use	Certification materials	The item investigates the use of cleaning products that respect the environment, either in direct use of the organization or through ecological certifications of the providers
ENV10	Resource use	Non-toxic materials	The item investigates the use of nontoxic products which is important to preserve the environment and the ecosystem. Furthermore, it could minimize waste, toxic chemicals and other environmental hazards.
ENV11	Resource use	Sustainable criteria materials	The item investigates whether the organization uses certified paper o cardboard to avoid harmful practices.
ENV12	Resource use	Reusable materials	The item investigates whether the organization uses products derived from recycled material to reduce waste of raw materials, reduce pollution as well as preserve biodiversity.
ENV13	Innovation	Technology implementation	The item evaluates the use of intelligent technologies by the organization that can allow better accessibility to services and remote use of the same from any location.
ENV14	Resource use	Waste prevention	The item investigates the presence of actions aimed at reducing waste production, their reuse and recycling (e.g., encouraging the reduction of the non-recyclable fraction of waste produced during the event/cultural products/shows/creative products/services).
ENV15	Resource use	Separate collection	This item investigates the presence within the organization of waste separation practices (e.g., availability of containers for waste separation, installation of drinking water dispensers and biodegradable bottles).
ENV16	Circular economy	Recycling	This item verifies the presence of tools for monitoring and measuring the percentage of recycled waste.

ENV16a	Circular economy	Resource outflows related to products and services	This item completes the previous indicator in case an organization answered "Yes". It is an open field indicator in which the organization is expected to introduce the recycling data it collected (type of unit and quantity)
ENV17	Circular economy	Recycling	This item verifies the presence of tools for monitoring and measuring the percentage of recycled plastic as an indirect indicator for emission of microplastics.
ENV17a	Circular economy	Resource outflows related to products and services	This item completes the previous indicator in case an organization answered "Yes". It is an open field indicator in which the organization is expected to introduce the recycling data it collected (type of unit and quantity)
ENV18	Outsourced services	Procurement requirements	The item evaluates the sustainability of services/outsourced services.
ENV18a	Outsourced services	Sustainable practices	The item investigates whether the outsourced organization adopts sustainable practices (e.g., reduction of single-use plastic)
ENV18b	Outsourced services	Circularity practices	The item investigates whether the outsourced organization adopts circular practices (e.g., waste management)
ENV19	Certifications	Environmental certifications	The item investigates the achievement of certifications that attest to an organization's commitment to managing the environmental aspects of its activities.
ENV20	Transports	Sustainable transport	The item verifies whether the organization uses sustainable forms of transport that can reduce congestion and air pollution.

Table 1. Information from D2.1 Sustainability assessment model for CCSIs

SOCIAL INDICATORS			
Code	**Category**	**Indicator**	**Description**
SOC01	Workforce	Secure employment	The item inquiries about the percentage of permanent contracts in the organization as an indicator of secure employment.
SOC02	Workforce	Type of contract	The item inquiries about the percentage of full-time contracts in the organization as an indicator of secure employment.
SOC03	Workforce	Outbound turnover rate	The item indicates the degree of employee turnover in order to assess any impacts on productivity, competitiveness and skills development.
SOC04	Workforce	Adequate wages	The item inquiries about the ratio between the salary in the organization and the minimum interprofessional salary in the country as an indicator of adequate wages
SOC05	Workforce	Collective bargaining	The item verifies the presence within the organization of collective bargaining coverage that provides guidance regarding the minimum guaranteed treatment and working conditions that must be respected in any employment relations referring to that contract
SOC06	Workforce	Parent and caregivers permit	The item assesses the incidence of workers who have taken advantage of measures related to maternity protection and reconciliation of work and family responsibilities (maternity and paternity leave) in the last five years. If nobody took parental leave in the last 5 years, you should select Not Applicable.
SOC07	Workforce	Work safety	The item measures the fatal and non-fatal incident rate among staff is a measure of occupational health and safety based on the number of safety incidents reported per 100.000 people employed, as in Eurostat statistics
SOC08	Workforce	Gender equality	The item assesses the incidence of female employees present within the organization in order to verify the participation of women as equal with men (gender equality).
SOC09	Workforce	Gender equality	The item investigates whether there is equal treatment and opportunity for all within the organization, including gender equality and equal pay for work of equal value.
SOC10	Working conditions	Work-life balance	The item explores about the existence of flexible work conditions when staff members may require them to conciliate in an adequate work-life balance
SOC11	Working conditions	Work-life balance	The item explores about the existence of compensation measures considering that many cultural and creative industries or events require from special working conditions, such as music festival, touring theatre shows, etc. These compensation measures could be of different natures; the item refers in any case to structured measures which are systematically applied, and not based on the owner's or director's will
SOC12	Working conditions	Work-life balance	The item explores about the existence of systematic policies or practices to ensure staff wellbeing when travelling for work, such as when participating in book or art fairs, touring dance shows, etc. These

			compensation measures could be of different natures; the item refers to structured measures which are systematically applied, and not based on the owner's or director's will
SOC13	Workforce	Disability	The item refers to the existence of specific measures to promote the employment of persons with disabilities. In several countries, the employment of persons with disabilities or alternative measures may be compulsory by law. Regardless these possible obligations, the item explores the implementation of structured actions to promote the hiring of persons with disabilities in the organization.
SOC14	Workforce	Vulnerable groups	The item refers to the existence of specific measures to promote the employment of other vulnerable groups, specially looking at youth, people at risk of social exclusion, elder people, people with mental health issues…
SOC15	Workforce	Diversity	The item refers to the existence of specific measures not only to promote the employment of vulnerable or disadvantaged people, but to promote the representation of cultural and social diversity within the staff of the organization, as an indicator of respect for human rights, fundamental freedoms such as freedom of expression, of information and communication. This diversity should be in relation to the diverse groups and sensitivities present in the community or communities where the organization operates.
SOC16	Workforce	Training courses	The item measures the existence of structured training plans aiming at supporting the staff upskilling and reskilling
SOC17	Workers in the value chain	Collective bargaining coverage and social dialogue	The item aims to ascertain the organization's adoption of measures to protect and safeguard of workers in the value chain (external providers or outsourced services) as well as to protect specific human rights contained in international and European regulations.
SOC17a	Workers in the value chain	Employment conditions	The item investigates whether the organization assures the protection of workers in its value chain (external providers or outsourced services). The item addresses the different subtopics of the European Sustainability Reporting Standards looking at employment conditions.
SOC18	Workers in the value chain	Equal treatment and non-discrimination	The item investigates whether the organization assures the equal treatment and opportunities of workers in its value chain (external providers or outsourced services). The item addresses the different subtopic of the European Sustainability Reporting Standards looking at equal treatment and non-discrimination
SOC18a	Workers in the value chain	Gender equality and equal pay for work of equal value	The item investigates whether the organization assures the protection of workers in its value chain (external providers or outsourced services). The item addresses the different subtopics of the European Sustainability Reporting Standards looking at equal treatment and non-discrimination.
SOC19	Certifications	Social certifications	The item investigates the achievement of certifications that attest to an organization's commitment to managing the social aspects of its activities.
SOC20	Affected communities	Social reporting	The item investigates whether the organization has tools for analysing and evaluating how environmental, social and governance issues influence the financial performance (financial materiality) and, at the same time, how corporate activities impact social and environmental issues (impact materiality).

SOC20a	Affected communities	Social reporting	The item evaluates the presence of data collection and analysis tools and their use to optimize the positive results and mitigate the negative ones of the various actions undertaken by the organization and allow the latter to make informed decisions.
SOC20b	Affected communities	Social reporting	This item completes the previous indicator in case an organization answered "Yes". It is an open field indicator in which the organization is expected to introduce the social impact data it collected
SOC21	Affected communities	Communities' economic social and cultural rights	The item investigates whether the organization in the supply chain favours local purchases which translate into an economic impact in the community and creation of employment. It also has environmental benefits
SOC22	Affected communities	Communities' economic social and cultural rights	The indicator verifies the presence of measures that allow the organization to de-seasonalise cultural and recreational events and products capable of counteracting the congestion of transport capacity and reception services, promoting stables working opportunities and economic growth. It also has a positive environmental impact, as it reduces the degradation of the natural and human environment in the high season, and a poor use of financial and human resources in the low season.
SOC23	Product/service responsibility	Local community	The item verifies whether in planning its activity, the organization has foreseen the implementation of processes and/or initiatives through preventing, mitigating and remedying any negative material impacts (e.g., noise) that the activity carried out could generate on the communities involved.
SOC24	Human rights, personal data, and security	Personal data	The item verifies whether the organization has adequate data protection tools in place, with a view to enhancing the value of personal data and protecting its entire information assets.
SOC25	Human rights, personal data, and security	Emergency plan	The item verifies whether the organization has foreseen an emergency plan that allows to minimize the effects of an accident or a crisis as well as to reduce injuries, protect the community and buildings and maintain business continuity.
SOC26	Human rights, personal data, and security	Non discrimination	The item explores about structured measures implemented to promote non-discrimination of people through your activities. This could imply a variety of actions depending on the type of activity, for example, preventing hate speech in works your organization produce, raising awareness topics
SOC27	Human rights, personal data, and security	Social inclusion	The item explores about structured measures implemented to facilitate the participation or use of the services or products of the organization by disadvantaged people. These could be people with low income, people living in remote rural areas or in institutions (such as elder care facilities or homelessness shelters).
SOC28	Consumers and end-users	Accessibility	This set of items refers specifically to measures implemented to achieve universal accessibility of the services, products or activities that the organization provides. The first item refers to general measures for people with disabilities, while the three subitems explore accessibility in specific areas of the relations of the organization with the audience.
SOC28a	Consumers and end-users	Accessibility	

Table 2. Information from D2.1 Sustainability assessment model for CCSIs

GOVERNANCE INDICATORS			
Code	**Category**	**Indicator**	**Description**
GOV01	CSR strategy	Sustainability reporting	The item assesses whether timely and accurate reporting is provided and if it covers all the ESRS topics.
GOV01a	CSR strategy		
GOV02	CSR strategy	Suppliers' payment	The item assesses whether the organization provides information on payment practices in its relations with suppliers
GOV03	CSR strategy	Suppliers' choices	The item investigates whether the organization develops specific purchasing policies to integrate sustainability values into the various processes and criteria for selecting and managing suppliers.
GOV04	CSR strategy	Sustainability costs management	The item allows to calculate the impact of sustainability in economic-financial terms through the incidence of environmental costs (e.g., remediation costs, costs for certifications), social costs (e.g., costs for training programs for safety at work) and governance costs (e.g. costs for developing the code of conduct, costs for acquiring new managerial figures with skills in sustainability) on total production costs.
GOV05	Management	Management composition and responsibility	The item allows mechanisms to assess whether the company has the right mix of backgrounds and skills (e.g., in accounting, digitization, sustainability, risk management, etc.)
GOV06	Management	Management composition and responsibility	The item investigates whether diversity understood from a multidimensional perspective representative of the community (social, economic, gender, race, etc.) is integrated in the decision-making processes. This could be by representation on the board or top management positions but also in other formal participatory bodies or other decision-making spaces.
GOV07	Management	Gender diversity	The item makes it possible to assess if there is a balanced presence of women in managerial positions (excluding the Board of Directors)
GOV08	Management	Management composition and responsibility	The item investigates whether the organization has implemented specific policies aimed at promoting diversity in board of directors through the representation of different ethnic groups, the age distribution, and the presence of people with disabilities.
GOV09	Management	Gender diversity	The item makes it possible to assess whether the board of directors is gender-balanced
GOV10	Management	Gender diversity	The item allows assessing whether the organization promote equal financial independence of women and men, closes the gender pay gap, promotes gender balance in decision-making by promoting gender equality
GOV11	Management	Independent board members	The item assesses whether the company considers the assignment of a sufficient number of independent board members capable of exercising impartial judgment for tasks where a potential conflict of interest exists.
GOV12	Management	Performance-based remuneration	The item allows for an assessment of whether the organization has a variable remuneration system that allows directors' compensation to be aligned with the achievement of financial and sustainability objectives

GOV13	Management	Feedback collecting data	The item assesses the active involvement of stakeholders in decision-making processes.
GOV14	Management	Stakeholder engagement	The item assesses the introduction of sustainability in the contents of the cultural and creative programming and production which could lead to a higher societal awareness on sustainability issues.
GOV15	Business conduct	Corporate culture and business conduct policies	The item investigates the organization's activation of training courses that address, from both a theoretical and practical perspective, the issue of sustainability reporting regulation, but at the same time, that offer an in-depth understanding of environmental, social, and sustainable governance practices, highlighting the importance of transparency, responsibility and corporate integrity.
GOV16	Business conduct	Prevention and detection of corruption and bribery	The item investigates the organization's activation of training courses that specifically address anticorruption and anti-bribery issues among the staff
GOV17	Business conduct	Measures against violence and harassment in the workplace	The item investigates whether the organization has procedures in place to promptly address workplace violence and harassment.
GOV18	Business conduct	Prevention and detection of corruption and bribery	The item assesses whether the organization adopts a code of conduct containing a set of organizational rules or standards that describe the values, beliefs and ethical standards to which the organization and its employees must adhere.
GOV19	Business conduct	Corruption and bribery incidents	The item aims to investigate whether any incidents of corporate conduct, including corruption and bribery, have occurred in the organization.

Table 3. Information from D2.1 Sustainability assessment model for CCSIs

4.2 Proposed sustainability actions and best practices framework for CCSIs

Once the indicators´ framework was agreed, a set of actions and best practices were selected from the literature review as described in section 3, and these were adapted and categorised according to the indicators´ framework proposed by T2.2.

This classification is shown in this section where a fiche for each best practice has been developed. Each fiche includes the following information:

- **Indicator code:** It refers to the code of the related indicator defined by D2.1
- **Related indicator question:** It refers to the indicator question defined by D2.1
- **Related category and indicator:** It refers to the indicator category defined by D2.1
- **Answer to indicator:** It refers to the answer provided to the indicator question by the CCSI when completing the self-assessment. When different answers require different actions, this field appears repeated.
- **Implementation Action:** It refers to the action proposed for a specific indicator and answer provided by the CCSI. When different responses require different actions, this field appears repeated. Actions are understood as activities that can be activated and carried out by the ISCCs.
- **Best Practice:** It refers to existing best practices to advance on a specific indicator. This field is only completed when a best practice has been identified. Best practices are identified as recommendations, guidelines, examples or realisations that enable implementation actions to be developed.
- **Source:** It refers to the sources where the action and best practice have been selected from.

4.2.1 Environmental actions and best practices

Indicator code: ENV01	
Related indicator question	Are you monitoring emissions of your activities? (Greenhouse gases (GHG); CO2 emissions)?
Related category and indicator	Climate Change - Monitoring System
Answer to indicator	**NO**
Implementation Action	Here are some actions or recommendations that will help your organization monitor the emissions of your activities on a periodically basis: • Create a list, a baseline, of the main activities that your entity carries out that produce most CO2 emissions. • Calculate the emissions from these activities using available information (e.g., number of tonnes of CO2 emissions due to project travel each year and available CO2 emissions conversion factors. • The initial calculations tend to have assumptions and estimates, these will need to be explained in the environmental footprint calculations. • The environmental footprint calculations will allow your organization to identify the most polluting activities and design policies to reduce these negative impacts. • The environmental footprint calculations should be revised on a yearly basis, and data from primary sources should be collected to the extent possible limiting the number of assumptions and estimates in the calculations. • A monitoring tool could be set up to collate relevant environmental data on specific activities to measure the environmental footprint on a yearly basis and assess progress towards the established environmental objectives. • Environmental footprint calculations are reviewed on a yearly basis by green team (and disseminated to relevant stakeholders with the organization / project and to programme managers via project interim and final reporting.
Answer to indicator	**IN PROGRESS**
Implementation Action	Here are some actions or recommendations that will help your organization monitor the emissions of your activities on a periodically basis: • The environmental footprint calculations should be revised on a yearly basis, and data from primary sources should be collected to the extent possible limiting the number of assumptions and estimates in the calculations. • A monitoring tool could be set up to collate relevant environmental data on specific activities to measure the environmental footprint on a yearly basis and assess progress towards the established environmental objectives. • Schedule periodic energy audits to assess your energy performance, so environmental footprint calculations can be reviewed by green team, at least, on a yearly basis (and disseminated to relevant

	stakeholders with the organization / project and to programme managers via project interim and final reporting).
Best Practice	**Check available calculators for CCSI Sector: General** There are several CO2 calculators currently available for supporting organizations or projects to calculate their GHG emissions and to monitor their progress towards a range of other climate and environmental targets. Some calculators: • The Creative Climate Tools (CC Tools) created by Julie´s bicycle is a free carbon calculator and Beyond Carbon impact tracker that enables artists and cultural organisations to track their environmental impact, record progress and make strategic changes: https://juliesbicycle.com/our-work/creative-green/creative-climate-tools/ Guidelines on how to use the tool for different footprints: https://juliesbicycle.com/resource/creative-climate-tools-user-guides/ • The UN Climate Change office also provides a free Green House Emissions calculator (UN): https://unfccc.int/documents/271269 **Check available calculators for CCSI Sector: Audiovisual** If you belong to the audiovisual sector, the EC is developing a specific tool that you will be able to access through this website: • A common carbon emissions calculator for the European audiovisual sector: towards an environmentally conscious future. Shaping Europe's digital future (EC): https://digital-strategy.ec.europa.eu/en/news/common-carbon-emissions-calculator-european-audiovisual-sector-towards-environmentally-conscious
Source	Greening Creative Europe Programme, Final Report (EC): https://op.europa.eu/en/publication-detail/-/publication/2204b297-f52d-11ed-a05c-01aa75ed71a1/ Greenhouse Gas Emissions Calculator (UN-Climate change): https://unfccc.int/documents/271269 Greening the European audiovisual landscape (EC): https://digital-strategy.ec.europa.eu/en/policies/green-audiovisual-landscape

Indicator code: ENV02	
Related indicator question	Are you monitoring energy consumption of your activities?
Related category and indicator	Climate change - Climate change adaptation
Answer to indicator	**NO**
Implementation Action	Here are some actions or recommendations that will help your organization monitor the energy consumption of your activities on a periodically basis: • Create a list, a baseline, of the main activities that your entity carries out that consume the most energy. • Calculate the emissions from these activities using available information and available energy consumption tools.

	• The initial calculations tend to have assumptions and estimates, but they will allow your organization to identify the most polluting activities and design policies to reduce these negative impacts. • The calculations should be revised on a yearly basis, and data from primary sources should be collected to the extent possible limiting the number of assumptions and estimates in the calculations. • A monitoring tool could be set up to collate relevant environmental data on specific activities to measure the energy consumption on a yearly basis and assess progress towards the established environmental objectives. For this, it is recommended the implementation of smart energy meters to track energy consumption in real-time and an energy management software that allows you to measure. • Schedule periodic energy audits to assess your energy performance, so calculations can be reviewed by green team, at least, on a yearly basis (and disseminated to relevant stakeholders with the organization / project and to programme managers via project interim and final reporting).
Answer to indicator	**IN PROGRESS**
Implementation Action	Here are some actions or recommendations that will help your organization monitor the energy consumption of your activities on a periodically basis: • Energy consumption calculations should be revised on a yearly basis, and data from primary sources should be collected to the extent possible limiting the number of assumptions and estimates in the calculations. • A monitoring tool could be set up to collate relevant environmental data on specific activities to measure the energy consumption on a yearly basis and assess progress towards the established environmental objectives. For this, it is recommended the implementation of smart energy meters to track energy consumption in real-time and an energy management software that allows you to measure. • Schedule periodic energy audits to assess your energy performance, so calculations can be reviewed by green team, at least, on a yearly basis (and disseminated to relevant stakeholders with the organization / project and to programme managers via project interim and final reporting).
Best Practice	**Check available calculators for CCSI Sector: General** There are several calculators currently available for supporting organizations or projects calculate and monitor their energy consumption. Some calculators: • The Creative Climate Tools created by Julie´s bicycle is a free carbon calculator including a Beyond Carbon impact tracker that enables artists and cultural organisations to track their environmental impact, record progress and make strategic changes: https://juliesbicycle.com/our-work/creative-green/creative-climate-tools/

	Guidelines on how to use the tool for different footprints: https://juliesbicycle.com/resource/creative-climate-tools-user-guides/
Source	Greening Creative Europe Programme, Final Report (EC): https://op.europa.eu/en/publication-detail/-/publication/2204b297-f52d-11ed-a05c-01aa75ed71a1/ Greenhouse Gas Emissions Calculator (UN-Climate change): https://unfccc.int/documents/271269 Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023 supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards: http://data.europa.eu/eli/reg_del/2023/2772/oj Help businesses re-tool and discover new ways to reach customers. E-future (UNDP): https://www.undp.org/barbados/efuture

Indicator code: ENV03	
Related indicator question	Are you implementing renewable energy systems on your premises (e.g., photovoltaic, solar thermal, biomass boilers), or did you have a 100% renewable energy supply during the last year as specified in your supplier contract?"
Related category and indicator	Resource use - Energy efficiency
Answer to indicator	**NO**
Implementation Action	Here are some actions or recommendations that will help your organization achieve a sustainable energy consumption, either through the implementation of renewable energy systems or by contracting a sustainable energy supplier: **For implementing renewable energy systems:** • Assess energy needs and opportunities (the energy demand and dimension needed), for this, you can conduct an energy audit to evaluate current energy consumption. The audit can be done by you with an energy management software, or you can hire an energy consultancy firm to gather and evaluate the data. • Consider the aspects (departments, processes, and facilities) for which you can implement renewable energy systems (heating, electricity). • Assess the energy that best suit your entity (in terms of environmental impact, feasibility, investment, public aid…): solar energy, wind energy, geothermal energy, biomass. • Organise the implementation of the renewable system with a phased Implementation Plan, considering: its location, the initial costs and financing. You must count with the staff and stakeholders support during the implementation. • Implement an energy monitoring system to regularly report progress on the environmental impact and the energy savings. **For having a 100% renewable energy supply (supplier contract):**

	• Assess energy needs and opportunities (the energy demand and dimension needed), for this, you can conduct an energy audit to evaluate current energy consumption. The audit can be done by you with an energy management software, or you can hire an energy consultancy firm to gather and evaluate the data.
	• Consider the aspects or activities for which you can hire renewable energy system.
	• Consider contracting 100% renewable energy supply, assessing the variation that best fits your organization:
	  ○ Power purchase agreement (PPA): signing a long-term contract to procure power from an off-site, near-site or on-site renewable power asset.
	  ○ Green tariff or green electricity supply contract: contracting an electricity supplier that offers your entity a green tariff/electricity.
	  ○ Unbundled energy attribute certificates (EACs): Buying EACs separate from your power supply to equate to your consumption (Known as "Guarantees or origin" in Europe).
	• Assess the energy supplier that best suits your entity (compare offers and benefits). It is recommended to verify their certifications.

Answer to indicator	**IN PROGRESS**

Implementation Action	Here are some actions or recommendations that will help your organization achieve a sustainable energy consumption, either through the implementation of renewable energy systems or by contracting a sustainable energy supplier:
	
	For implementing renewable energy systems:
	• Organise the implementation of the renewable system with a Phased Implementation Plan, considering: its location, the initial costs and financing. You must count with the staff and stakeholders support during the implementation.
	• Implement an energy monitoring system to regularly report progress on the environmental impact and the energy savings.
	For having a 100% renewable energy supply (supplier contract):
	• Consider contracting 100% renewable energy supply, assessing the variation that best fits your organization:
	  ○ Power purchase agreement (PPA): signing a long-term contract to procure power from an off-site, near-site or on-site renewable power asset.
	  ○ Green tariff or green electricity supply contract: contracting an electricity supplier that offers your entity a green tariff/electricity.
	  ○ Unbundled energy attribute certificates (EACs): Buying EACs separate from your power supply to equate to your consumption (Known as "Guarantees or origin" in Europe).
	• Assess the energy supplier that best suits your entity (compare offers and benefits). It is recommended to verify their certifications.

Best Practice	**Check available practices for CCSI sector: General** • The "Good environmental practices guide for the Creative Europe Programme" (European Commission) includes a section on Energy usage for different CCSIs: https://op.europa.eu/en/publication-

	detail/-/publication/45b1d888-f52d-11ed-a05c-01aa75ed71a1/language-en
Source	Review of mainstreaming environmental sustainability across organizations of the United Nations system (UNJIU): https://www.unjiu.org/news/review-mainstreaming-environmental-sustainability-across-organizations-united-nations-system-0 Analysis and forecast to 2030 (International Energy Agency): https://iea.blob.core.windows.net/assets/17033b62-07a5-4144-8dd0-651cdb6caa24/Renewables2024.pdf What's next for companies procuring renewable power? Navigating the transition to a sustainable power system (WBCSD): Whats-next-for-companies-procuring-renewable-power.pdf

Indicator code: ENV04	
Related indicator question	Are you implementing innovative systems for improving energy consumption or efficiency?
Related category and indicator	Innovation – Energy efficiency
Answer to indicator	**NO**
Implementation Action	Here are some actions or recommendations that will help your organization assess and implement an innovative system for improving energy consumption: • Assess energy needs and opportunities (the energy demand and dimension needed), for this, you can conduct an energy audit to evaluate current energy consumption. The audit can be done by you with an energy management software, or you can hire an energy consultancy firm to gather and evaluate the data. The idea is to identify the inefficiencies that can be faced with innovations. • Consider the innovative system that best responds to your needs. • Organise the implementation of the renewable system with a Phased Implementation Plan, considering: its location, the initial costs and financing. You must count with the staff and stakeholders support during the implementation. • Implement an energy monitoring system to regularly report progress on the environmental impact and the energy savings.
Answer to indicator	**IN PROGRESS**
Implementation Action	Here are some actions or recommendations that will help your organization assess and implement an innovative system for improving energy consumption: • Consider the innovative system that best responds to your needs. • Organise the implementation of the renewable system with a Phased Implementation Plan, considering: its location, the initial costs and financing. You must count with the staff and stakeholders support during the implementation. • Implement an energy monitoring system to regularly report progress on the environmental impact and the energy savings.
Best Practice	**Check innovative solutions for CCSI sector: General**

	• The Transforming Energy programme developed by Julie´s bicycle has been designed for cultural organisation looking to take practical action and become more energy efficient and reducing emissions: https://juliesbicycle.com/our-work/arts-council-programme/transforming-energy/#:~:text=A%20free%20programme%20of%20resources%2C%20training%20and%20expert,become%20more%20energy%20efficient%20and%20decarbonise%20their%20buildings • The IRENA´s heating-for-industry kit includes the innovations needed for heating in the industry sector: https://www.irena.org/Innovation-landscape-for-smart-electrification/Power-to-heat-and-cooling/Heating-kit
Source	Energy Efficiency (International Energy Agency): https://iea.blob.core.windows.net/assets/dfd9134f-12eb-4045-9789-9d6ab8d9fbf4/EnergyEfficiency2023.pdf Directive (EU) 2024/1275 of the European Parliament and of the Council of 24 April 2024 on the energy performance of buildings (EC): https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:L_202401275&pk_keyword=Energy&pk_content=Directive Cookbook for Cultural Managers (EFA): https://www.efa-aef.eu/en/news/2110-new-ultimate-cookbook-for-cultural-managers-the-eu-green-deal-and-live-performance-organisations/

Indicator code: ENV04a	
Related indicator question	Do these systems for energy saving incorporate smart technologies (e.g., light and air conditioner timer, low energy lighting and screens, presence detectors, thermostats, software upgrades...)?
Related category and indicator	Innovation – Energy efficiency
Answer to indicator	**NO**

Implementation Action	Here are some actions that will help your organization assess smart technologies that could be implemented in your common activity:
	• Consider the smart technology that best responds to your needs, for instance:
	  ○ Energy Management System: Software to monitor the energy use.
	  ○ Smart grid: Digital system to manage electricity flow.
	  ○ IoT-Enabled Smart devices: Real-time monitoring and automation (smart sensors or thermostats).
	  ○ Machine learning: Predictive analytics to optimise the energy demand.
	  ○ Energy-Efficient Heating, Ventilation and Air Conditioning (HVAC) systems and Energy-Efficient Lighting Systems.
	• They can be used the following ways:
	  ○ Install systems which lower thermostats overnight and at the weekends for offices/administrative rooms.
	  ○ Install IoT sensor for adjusting temperature, lighting and HVAC systems based on occupancy.

	○ Adopt energy storage solutions to store the excess of energy from renewable sources. • Organise the implementation of the renewable system with a Phased Implementation Plan, considering: its location, the initial costs and financing. You must count with the staff and stakeholders support during the implementation. • Implement an energy monitoring system to regularly report progress on the environmental impact and the energy savings.
Best Practice	**Check smart technologies for CCSI sector: General** • The Transforming Energy programme developed by Julie´s bicycle includes Supporting energy management strategies and operational systems to embed new technology and behaviours with a focus on driving down impacts and costs: https://juliesbicycle.com/our-work/arts-council-programme/transforming-energy/#:~:text=A%20free%20programme%20of%20resources%2C%20training%20and%20expert,become%20more%20energy%20efficient%20and%20decarbonise%20their%20buildings • The IRENA "Power to heat and Cooling: Essential Kit" includes it includes cross-cutting innovations such as heat pumps and thermal storage, along with innovations in market design, system planning and business models, such as smart tariffs and aggregation: https://www.irena.org/Innovation-landscape-for-smart-electrification/Power-to-heat-and-cooling/Essential-kit
Source	Energy Efficiency (International Energy Agency): https://iea.blob.core.windows.net/assets/dfd9134f-12eb-4045-9789-9d6ab8d9fbf4/EnergyEfficiency2023.pdf Directive (EU) 2024/1275 of the European Parliament and of the Council of 24 April 2024 on the energy performance of buildings (EC): https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:L_202401275&pk_keyword=Energy&pk_content=Directive Cookbook for Cultural Managers (EFA): https://www.efa-aef.eu/en/news/2110-new-ultimate-cookbook-for-cultural-managers-the-eu-green-deal-and-live-performance-organisations/ Power to heat and cooling: Heating kit (International Renewable Energy Agency): https://www.irena.org/Innovation-landscape-for-smart-electrification/Power-to-heat-and-cooling/Heating-kit

Indicator code: ENV05	
Related indicator question	Are you implementing systems for effective ventilation and correct use of heating and cooling?
Related category and indicator	Resource use - Indoor air quality
Answer to indicator	**NO**
Implementation Action	Here are some actions that will help your organization assess and implement an efficient heating and cooling system:

	• Assess your current systems for ventilation, heating and cooling and identify needs and opportunities to implement a new system. For this, you can conduct an energy audit to evaluate current energy consumption. The audit can be done by you with an energy management software, or you can hire an energy consultancy firm to gather and evaluate the data.
	• Assess the system or solution that better meets your needs:
	  ○ Install intelligent control systems. For instance, it can lower thermostats overnight and at the weekends for offices/administrative rooms.
	  ○ Upgrade lighting, heating, and cooling systems for better energy efficiency.
	  ○ Re-distribute the furnishment.
	  ○ Renovate the space: replace single-pane windows with insulating glass, refit exterior facades with insulation cladding, add shading to glass facades.
	  ○ Reduce heating and cooling needs by changing behaviour, sensitising staff to efficient heating and ventilation.
	• Organise the implementation of the system with a Phased Implementation Plan, considering: its location, the initial costs and financing. You must count with the staff and stakeholders support during the implementation.
	• Implement a monitoring system to assess the effectivity of the system.

Answer to indicator	**IN PROGRESS**

Implementation Action	Here are some actions that will help your organization assess and implement an efficient heating and cooling system:
	• Assess the system or solution that better meets your needs:
	  ○ Install intelligent control systems. For instance, it can lower thermostats overnight and at the weekends for offices/administrative rooms.
	  ○ Upgrade lighting, heating, and cooling systems for better energy efficiency.
	  ○ Re-distribute the furnishment.
	  ○ Renovate the space: replace single-pane windows with insulating glass, refit exterior facades with insulation cladding, add shading to glass facades.
	  ○ Reduce heating and cooling needs by changing behaviour, sensitising staff to efficient heating and ventilation.
	• Organise the implementation of the system with a Phased Implementation Plan, considering: its location, the initial costs and financing. You must count with the staff and stakeholders support during the implementation.
	• Implement a monitoring system to assess the effectivity of the system.

Best Practice	**Check energy management systems for CCSI sector: General** • The Guide "Heating, ventilation, and air conditioning. Saving energy without compromising comfort" developed by Carbon Trust introduces the main energy saving opportunities:

	https://ctprodstorageaccountp.blob.core.windows.net/prod-drupal-files/documents/resource/public/Heating-Ventilation-guide.pdf
Source	Review of mainstreaming environmental sustainability across organizations of the United Nations system (UNJIU): https://www.unjiu.org/news/review-mainstreaming-environmental-sustainability-across-organizations-united-nations-system-0%20 Long Term Renovation Strategy 2050 (EC): https://energy.ec.europa.eu/document/download/d2fbf9ea-ff9f-44eb-b7b0-260a67a2d325_en?filename=mt_2020_ltrs.pdf

Indicator code: ENV06	
Related indicator question	Are you monitoring water consumption of your activities?
Related category and indicator	Resource use - Water consumption
Answer to indicator	**NO**
Implementation Action	Here are some actions that will help your organization monitor the water consumption of your activities: • Create a list, a baseline, of the main activities that your entity carries out that consume most water. • Calculate the water consumption using available information (water meters to track the consumption). • The initial calculations tend to have assumptions and estimates, these will need to be explained. • The calculations will allow your organization to identify the most consuming activities and design policies to reduce this consumption. • The calculations should be revised on a yearly basis, and data from primary sources should be collected to the extent possible limiting the number of assumptions and estimates in the calculations. • A monitoring tool could be set up to collate relevant data on specific activities to measure the water consumption on a monthly / yearly basis and assess progress towards the established environmental objectives. • Water consumption calculations are reviewed on a yearly basis by green team (and disseminated to relevant stakeholders with the organization / project and to programme managers via project interim and final reporting.
Answer to indicator	**IN PROGRESS**
Implementation Action	Here are some actions that will help your organization monitor the water consumption of your activities: • The calculations should be revised on a yearly basis, and data from primary sources should be collected to the extent possible limiting the number of assumptions and estimates in the calculations. • A monitoring tool could be set up to collate relevant data on specific activities to measure the water consumption on a monthly / yearly basis and assess progress towards the established environmental objectives.

	• Water consumption calculations are reviewed on a yearly basis by green team (and disseminated to relevant stakeholders with the organization / project and to programme managers via project interim and final reporting.
Best Practice	**Check calculators for CCSI sector: General** • The Water Footprint Calculator developed by EcoRise provides a snapshot of how a person's daily activities and routines impact their water consumption: https://watercalculator.org/
Source	Water sector orientation (EIB): https://www.eib.org/attachments/lucalli/20230016_eib_water_sector_orientation_en.pdf Water use efficiency (UN water): https://www.unwater.org/sites/default/files/app/uploads/2021/10/UN-Water-analytical-brief-Water-use-efficiency_October2021.pdf

Indicator code: ENV07	
Related indicator question	Are you implementing systems for reducing water consumption in your premises? (dual flush cisterns, detectors on tap, rainwater collection)
Related category and indicator	Resource use - Water consumption
Answer to indicator	**NO**

Implementation Action	Here are some actions that will help your organization reduce the water consumption in your premises:
	• Assess water needs and opportunities (the water demand and dimension needed), for example, you can start assessing your current water consumption.
	• Consider the following actions:
	  ○ Install low-flow fixtures and appliances to reduce water usage in bathrooms and kitchens (aerators in sinks and dual-flush toilets and efficient dishwashers or laundry machines, if needed.
	  ○ Implement smart water meters to track the water consumption in your premises, so you can identify areas of excessive use or waste.
	  ○ Use water-efficient landscaping to reduce water use in outdoor spaces.
	  ○ Upgrade your heating or ventilation systems with water-efficient models.
	• Implement a water monitoring system to regularly report progress on the environmental impact and the energy savings.

Answer to indicator	**IN PROGRESS**
Implementation Action	Here are some actions that will help your organization reduce the water consumption in your premises: • Organise awareness raising activities so that staff and stakeholders know what you are doing to save water and ask them to take action. • Implement a water monitoring system to regularly report progress on the environmental impact and the energy savings.
Best Practice	**Check calculators for CCSI sector: General** • The Water Footprint Calculator developed by EcoRise provides tips to save water: https://watercalculator.org/how-to-save-water/

Source	Water sector orientation (EIB): https://www.eib.org/attachments/lucalli/20230016_eib_water_sector_orientation_en.pdf Water use efficiency (UN water): https://www.unwater.org/sites/default/files/app/uploads/2021/10/UN-Water-analytical-brief-Water-use-efficiency_October2021.pdf

Indicator code: ENV08a	
Related indicator question	Did you provide chemical, or network connected toilets during outdoor events?
Related category and indicator	Resource use - Biodiversity strategy
Answer to indicator	**NO**
Implementation Action	In case you need them, consider the following recommendations: • Use environmentally friendly chemical toilets (with eco-friendly sanitizing liquids, non-toxic toiletries) to minimize the environment. • Guarantee proper water disposal and regular maintenance. • Implement a waterless or low-water toiler solution: compost toilets or vacuum toilets, for instance. • If possible, provide network-connected toilers that allow to make a real-time monitoring (water level, waste capacity) and, this way, prevent environmental contamination.
Best Practice	**Check best practices for CCSI sector events toilets: General** • The "Guidelines on organising sustainable meeting and events at the Commission" aims at providing guidance to organise more sustainable meetings and events (EC): https://op.europa.eu/en/publication-detail/-/publication/4f8ccadf-2a03-11ef-9290-01aa75ed71a1/language-en
Source	Waste Management at Outdoor Events (Julie's Bicycle): https://juliesbicycle.com/wp-content/uploads/2022/01/Waste_outdoor_events_guide_2015.pdf

Indicator code: ENV08b	
Related indicator question	Did you implement actions to prevent and minimize the potential impacts on the local biodiversity during outdoor events?
Related category and indicator	Resource use - Biodiversity strategy
Answer to indicator	**NO**
Implementation Action	Here are some actions that will help your organization minimize the potential impacts that your activity could have on the local biodiversity when having outdoor events: • Conduct a biodiversity assessment before the event or at least, obtain the information linked to the identification of local species (animals or plants) and habitats that could be affected by events. • Design eco-friendly events installations or layouts to avoid disturbing sensitive areas and try to use temporary structures and non-toxic or

	contaminating materials. Avoid, as well, pesticides, herbicides, or synthetic fertilizers. • Use native plant species in the event, try to not to include external species so the local ones are not in risk, and to support local pollinators and wildlife. • Encourage sustainable practices among attendees informing them about the importance of protecting local biodiversity and promote sustainable behaviours (sustainable transportation use, for instance) • Consider actions to be implemented after the event, such as investing in the protection or restoration of the biodiversity.
Best Practice	**Check how to minimise impacts on biodiversity for CCSI sector: General** • The Creative Climate Charter published by the Creative Industries Council (CIC), highlights the CCSI sector's role in tackling climate and biodiversity crisis and proposes specifically to "Speak up and out about the climate and biodiversity crisis, to raise awareness and drive positive action with government, colleagues, partners, and the public. Champion existing initiatives within the creative industries and grow our collective capacity to shape and influence the wider debate": https://www.thecreativeindustries.co.uk/site-content/creative-climate-charter **Check how to minimise impacts on biodiversity for CCSI sector: Libraries/Museums** • The Culture Nature project developed by Natural England and Libraries Connected transforms local libraries into dynamic nature hubs which raises awareness of the importance of protecting biodiversity: https://naturalengland.blog.gov.uk/2023/10/04/reconnecting-communities-with-nature-through-local-libraries/
Source	Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023 supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards: http://data.europa.eu/eli/reg_del/2023/2772/oj Guidelines on organising sustainable meeting and events at the Commission (EC): https://op.europa.eu/en/publication-detail/-/publication/4f8ccadf-2a03-11ef-9290-01aa75ed71a1/language-en

Indicator code: ENV08c	
Related indicator question	Did you implement actions to prevent the pollution of soil during outdoor events?
Related category and indicator	Resource use - Biodiversity strategy
Answer to indicator	**NO**
Implementation Action	Here are some actions that will help your organization prevent the pollution of soil when having outdoor events:

	• Conduct a soil pollution assessment before the event or at least, obtain the information linked to the habitats that could be affected by events. • Implement waste segregation and collection systems (general waste, recyclable materials, organic waste…). • Use non-toxic materials for set design and structures, as well as for events (reusable or compostable alternatives). • Identify paths and event zones to prevent soil compaction. For instance, use temporary flooring, wooden pathways…so the direct contact with the soil can be avoided. • Encourage sustainable practices among attendees informing them about the importance of protecting the soil and promote sustainable behaviours. • Consider actions to be implemented after the event, such as site restoration and soil monitoring to verify that the temporary impact caused by the event (waste or foot traffic, for instance) has been solved.
Best Practice	**Check soil pollution prevention practices for CCSI sector: General** • The "Guidelines on organising sustainable meeting and events at the Commission (EC)" include best practices on how to select and manage events venues sustainably: https://op.europa.eu/en/publication-detail/-/publication/4f8ccadf-2a03-11ef-9290-01aa75ed71a1/language-en
Source	Waste Management at Outdoor Events (Julie's Bicycle): https://juliesbicycle.com/wp-content/uploads/2022/01/Waste_outdoor_events_guide_2015.pdf Voluntary Guidelines for Sustainable Soil Management (FAO): https://openknowledge.fao.org/server/api/core/bitstreams/9a5b9373-3558-43b3-b732-f69326a7314d/content%20

Indicator code: ENV09	
Related indicator question	Do you use cleaning products with ecological certification or require outsourced cleaning providers to use ecological certifications? (Ecolabel, ISO 14001, or similar)
Related category and indicator	Resource use - Certification materials
Answer to indicator	**VERY OFTEN/OFTEN**
Implementation Action	Here are some actions that will help your organization ensure that the cleaning products you or your cleaning provider are using are certified: • Make audits to ensure the quality of the products and check if they are certified.
Answer to indicator	**SOMETIMES/NO**
Implementation Action	Here are some actions that will help your organization ensure that the cleaning products you or your cleaning provider are using are certified: • Assess your current cleaning products and check if they are certified (e.g., Ecolabel Product Catalogue) or sustainable. In case they are not:

	○ Start incorporating basic ecological cleaning products in some areas (toilets, for instance) and then, incorporate ecological cleaning products in all the areas, including events. ○ Require your outsourced cleaning providers to use sustainable products or look for cleaning providers that use these products. • Make audits to ensure the quality of the products
Best Practice	**Check certification or verification methods for CCSI sector: General** • The Procurement practical guide developed by Julie´s bicycle includes a checklist on Cleaning purchasing considerations: https://juliesbicycle.com/wp-content/uploads/2022/01/Sustainable_Procurement_guide_2015.pdf • To check if the products are certified, verify product certifications or if they fit the established standards, for instance, in the following websites: ○ The EU Ecolabel catalogue: https://app.powerbi.com/view?r=eyJrIjoiMzAyMzVkNWMtNmJhOS00ZDg4LWIzMTItNzczMDkwODBiNjRmIiwidCI6ImIyNGM4YjA2LTUyMmMtNDZmZS05MDgwLTcwOTI2ZjhkZGRiMSIsImMiOjh9 ○ The Green Seal: https://greenseal.org/green-seal-standards/standards-list/%20
Source	Guidelines on organising sustainable meeting and events at the Commission (EC): https://op.europa.eu/en/publication-detail/-/publication/4f8ccadf-2a03-11ef-9290-01aa75ed71a1/language-en

Indicator code: ENV10	
Related indicator question	When your activity implies the use of paints, do you use non-toxic, water-based paints with low levels of volatile organic compounds?
Related category and indicator	Resource use – Non-toxic materials
Answer to indicator	**VERY OFTEN/OFTEN**
Implementation Action	Here are some actions that will help your organization ensure that the paints you use, in case you use any, are non-toxic/water-based paints with low levels of volatile organic compounds: • Make audits to ensure the quality of the paints
Answer to indicator	**SOMETIMES/NO**
Implementation Action	Here are some actions that will help your organization ensure that the paints you use, in case you use any, are non-toxic/water-based paints with low levels of volatile organic compounds: • Assess your paints and check if they are certified (e.g., Ecolabel Product Catalogue). In case they are not: ○ Incorporate ecological, non-toxic, water-based paints with low levels of volatile organic compounds products in all the areas, including events. ○ Require your outsourced providers to use these paints or assess outsourced providers that use these paints. • Make audits to ensure the quality of the paints

Best Practice	**Check paint related practices for the CCSI sector: General** • To check if the purchased products are certified, for instance, verify the EU Ecolabel website: https://app.powerbi.com/view?r=eyJrIjoiMzAyMzVkNWMtNmJhOS00ZDg4LWIzMTItNzczMDkwODBiNjRmIiwidCI6ImIyNGM4YjA2LTUyMmMtNDZmZS05MDgwLTcwOTI2ZjhkZGRiMSIsImMiOjh9
Source	Guidelines on organising sustainable meeting and events at the Commission (EC): https://op.europa.eu/en/publication-detail/-/publication/4f8ccadf-2a03-11ef-9290-01aa75ed71a1/language-en

Indicator code: ENV11	
Related indicator question	Do you purchase posters/brochures or other paper material with environmental certifications? (for example, FSC; PEFC)
Related category and indicator	Resource use - Sustainable criteria materials
Answer to indicator	**VERY OFTEN/OFTEN**
Implementation Action	Here are some actions that will help your organization ensure that the paper material you purchase are certified (environmental certifications): • Make audits to ensure the quality of the paper/its certifications
Answer to indicator	**SOMETIMES/NO**
Implementation Action	Here are some actions that will help your organization ensure that the paper material you purchase are certified (environmental certifications): • Assess your paper material to check if they are certified (FSC; PEFC) or sustainably sourced and produced. In case they are not: ○ Incorporate certified paper: require it to your providers or assess providers that use this kind of paper. • Make audits to ensure the quality of the paper/its certifications

Best Practice	**Check paper purchasing practices for the CCSI sector: General**
	• The Procurement practical guide developed by Julie´s bicycle includes many tips on paper purchasing considerations: https://juliesbicycle.com/wp-content/uploads/2022/01/Sustainable_Procurement_guide_2015.pdf
	• To check if the products are certified, verify product certifications or if they fit the established standards, for instance, in the following websites:
	  ○ To EU Ecolabel catalogue: https://app.powerbi.com/view?r=eyJrIjoiMzAyMzVkNWMtNmJhOS00ZDg4LWIzMTItNzczMDkwODBiNjRmIiwidCI6ImIyNGM4YjA2LTUyMmMtNDZmZS05MDgwLTcwOTI2ZjhkZGRiMSIsImMiOjh9
	  ○ The Green Seal: https://greenseal.org/green-seal-standards/standards-list/%20
	  ○ There are other certifications such as:
	  ✓ Blue Angel
	  ✓ Rainforest Alliance
	  ✓ Sustainable Forest Initiative
	Check paper purchasing practices for the CCSI sector: Publishing

	• This article from Papersizer delves into sustainable paper sourcing in publishing, exploring the transformative power of responsible forestry: https://papersizer.com/articles/what-is-sustainable-paper-sourcing-in-publishing/ • This "Guide to Verifying Responsible Sourcing of Fiber" developed by Greenblue addresses how companies verify that all of the fiber in their paper and packaging has been responsibly sourced: https://vrs.sustainablepackaging.org/
Source	Guidelines on organising sustainable meeting and events at the Commission (EC): https://op.europa.eu/en/publication-detail/-/publication/4f8ccadf-2a03-11ef-9290-01aa75ed71a1/language-en

Indicator code: ENV12	
Related indicator question	Do you use reusable, biodegradable, or recyclable materials in your operations (e.g., gadget from recycled, reused, or biodegradable material, refillable, cardboard, recycled or biodegradable plastic pencils)?
Related category and indicator	Resource use - Sustainable criteria materials
Answer to indicator	**VERY OFTEN/OFTEN**

Implementation Action	Here are some actions that will help your organization use reusable, biodegradable or recyclable materials in your common activity:
	• Collaborate with local suppliers that offer recycled or low environmental impact materials, which reduces the carbon footprint of the event and supports the local economy.
	• Transform common operational waste into artistic or utilitarian materials. Collaborate with them to design installations or interactive experiences with recyclable or reusable materials.
	  ○ Choose gadgets, equipment or supplies made from recycled or second-hand materials.
	  ○ Implement refill or reuse systems.
	  ○ Encourage the use of biodegradable or recyclable packaging.
	  ○ Promote reuse of materials.
	  ○ Invest in green products.

Answer to indicator	**SOMETIMES/NO**
Implementation Action	Here are some actions that will help your organization use reusable, biodegradable or recyclable materials in your common activity: • Promote the use of reusable materials. You can create a register of "reusable, biodegradable or recyclable" materials as a basis. • Explore "lend and return" purchasing systems for cultural events´ materials or products. • Collaborate with local suppliers that offer recycled or low environmental impact materials, which reduces the carbon footprint of the event and supports the local economy. • Transform common operational waste into artistic or utilitarian materials. Collaborate with them to design installations or interactive experiences with recyclable or reusable materials.

	○ Choose gadgets, equipment or supplies made from recycled or second-hand materials. ○ Implement refill or reuse systems. ○ Encourage the use of biodegradable or recyclable packaging. ○ Promote reuse of materials. ○ Invest in green products.
Best Practice	**Check these practices for the CCSI sector: General** • The "Sustainable Materials and Waste Management Toolkit developed by Vision 2025 and Julie´s bicycle and specialist waste consultancy, Resource Futures, focused on improving waste management practices in outdoor events: https://juliesbicycle.com/resource/sustainable-materials-and-waste-management-toolkit-for-festivals/#:~:text=This%20Toolkit%20provides%20practical%20step-by-step%20guidance%20and%20resources,focused%20on%20improving%20waste%20management%20practices%20at%20festivals
Source	Sustainable Procurement Guide (Julie's Bicycle): https://juliesbicycle.com/wp-content/uploads/2022/01/Sustainable_Procurement_guide_2015.pdfS

Indicator code: ENV13	
Related indicator question	Are you implementing smart technologies for the reduction of use of materials (e.g., electronic tickets or programs, e-book edition)?
Related category and indicator	Innovation - Technology implementation
Answer to indicator	**NO**
Implementation Action	Here are some actions that will help your organization assess potential smart technologies for the reduction of use of materials in your common activity: • Assess needs and opportunities regarding the reduction of use of materials and identify gaps that can be faced with innovations. • Consider the smart technology that best responds to your needs, for instance: ○ For event organisation: Online ticketing software, online promotion etc. ○ For creative process and the production process: Digital design, 3D Modelling (AutoCAD, Rhino…), Virtual and Augmented Reality (VR/AR), digitalisation of archives and catalogues, 3D printing, laser cutters etc. ○ For common business activity: smart lighting and projection systems, smart sensors, cloud-based collaboration tools (Drive, Trello, Slack, etc.) • Implement these within your business and train staff in its use.
Answer to indicator	**IN PROGRESS**

Implementation Action	Here are some actions that will help your organization assess potential smart technologies for the reduction of use of materials in your common activity:
	• Consider the smart technology that best responds to your needs, for instance:
	  ○ For event organisation: Online ticketing software, online promotion etc.
	  ○ For creative process and the production process: Digital design, 3D Modelling, Virtual and Augmented Reality, digitalisation of archives and catalogues, 3D printing, laser cutters etc.
	  ○ For common business activity: smart lighting and projection systems, smart sensors, cloud-based collaboration tools (Drive, Trello, Slack, etc.)
	• Implement it within your business and train the staff in its use.

Best Practice	**Check smart technologies for reducing materials in the CCSI sector: General** • This European Commission article explores 10 basic principles and a number of tips for each of them geared toward cultural heritage professionals: https://digital-strategy.ec.europa.eu/en/library/basic-principles-and-tips-3d-digitisation-cultural-heritage
Source	Sustainable Materials and Waste Management Toolkit (Vision 2025): https://visionsustainableevents.org/ https://visionsustainableevents.org/

Indicator code: ENV14	
Related indicator question	Are you implementing a policy for waste prevention?
Related category and indicator	Resource use - Waste prevention
Answer to indicator	**NO**
Implementation Action	Here are some actions that will help your organization implement a policy for waste prevention: • Define the main aspects of the policy: reduction of waste in the creative and production process, reduction of resources in the rest of business activities, training on waste prevention, procurement criteria, innovation... • Promote continuous training and information to staff, artists and collaborators regarding waste prevention and management. • Elaborate a system for monitoring the waste generation over time (paper, plastic, organic...) and review if you are archiving your objectives. • Organise your common business activity toward circular economy and waste prevention principles: reuse materials, repair them, recycle them. For instance, you can propose to develop "waste-free" events. • Participate in local networks with waste prevention principles to make the best use of available resources: space sharing, transfer of tools, donation of material...
Answer to indicator	**IN PROGRESS**

Implementation Action	Here are some actions that will help your organization implement a policy for waste prevention: • Elaborate a system for monitoring the waste generation over time (paper, plastic, organic...) and review if you are achieving your objectives. • Organise your common business activity toward circular economy and waste prevention principles: reuse materials, repair them, recycle them. for instance, you can propose to develop "waste-free" events. • Participate in local networks with waste prevention principles to make the best use of available resources: space sharing, transfer of tools, donation of material...
Best Practice	**Check these practices for the CCSI sector: General** • The "Sustainable Materials and Waste Management Toolkit developed by Vision 2025 and Julie´s bicycle and specialist waste consultancy, Resource Futures, includes a step by step guide on how to develop a material lists and policy: https://juliesbicycle.com/resource/sustainable-materials-and-waste-management-toolkit-for-festivals/#:~:text=This%20Toolkit%20provides%20practical%20step-by-step%20guidance%20and%20resources,focused%20on%20improving%20waste%20management%20practices%20at%20festivals
Source	Sustainable Materials and Waste Management Toolkit (Vision 2025): https://visionsustainableevents.org/

Indicator code: ENV15	
Related indicator question	Are you implementing a separate collection of waste system in your activity (headquarters, events, shows, services)?
Related category and indicator	Resource use - Separate collection
Answer to indicator	**VERY OFTEN/OFTEN**
Implementation Action	Here are some actions that will help your organization implement a separate collection of waste system in your common activity: • Create a separate waste collection adapted to the space and target groups (staff or consumers). Consider including technologic solutions. • Implement a monitoring system to monitor the waste collection. • Promote waste reduction at source by encouraging the use of reusable products and recyclable materials.
Answer to indicator	**SOMETIMES/NO**
Implementation Action	Here are some actions that will help your organization implement a separate collection of waste system in your common activity: • Assess waste management needs and opportunities by assessing your current waste management system. Conduct a waste audit to classify all types of waste generated, which will allow you to decide which materials should be separated and which collection systems are most appropriate.

	• Assess the activities in which you can include a separate collection of waste. • Create a separate collection adapted to the space and target groups (staff or consumers). Consider including technologic solutions. • Implement a monitoring system to monitor the waste system. • Promote waste reduction at source by encouraging the use of reusable products and recyclable materials.
Best Practice	**Check these practices for the CCSI sector: General** • The "Sustainable Materials and Waste Management Toolkit developed by Vision 2025 and Julie´s bicycle and specialist waste consultancy, Resource Futures, includes a step by step guide on how to develop a material lists and policy: https://juliesbicycle.com/resource/sustainable-materials-and-waste-management-toolkit-for-festivals/#:~:text=This%20Toolkit%20provides%20practical%20step-by-step%20guidance%20and%20resources,focused%20on%20improving%20waste%20management%20practices%20at%20festivals
Source	Waste management (Art Council – Native events): https://www.artscouncil.ie/uploadedFiles/wwwartscouncilie/Content/Arts_in_Ireland/Climate_Action/Waste%20Management%20Factsheet%202024.pdf

Indicator code: ENV16	
Related indicator question	Are you monitoring the kg of recycled paper and glass?
Related category and indicator	Circular economy – Recycling
Answer to indicator	**NO**
Implementation Action	Here are some actions that will help your organization monitor recycled paper and glass kg: • Create a list, a baseline, of the main activities that your entity carries out that produce most paper and glass waste. For this, document your current paper and glass usage in all your business operations so you can identify improvement areas. Implement a tracking system and update and analyse data to assess your progress toward your sustainability objectives. • Calculate the recycled paper and glass kg. This will allow your organization to identify the most polluting activities and design policies to reduce these negative impacts. • These calculations should be revised on, at least, a yearly basis, and data from primary sources should be collected to the extent possible limiting the number of assumptions and estimates in the calculations.
Answer to indicator	**IN PROGRESS**
Implementation Action	Here are some actions that will help your organization monitor recycled paper and glass kg: • Calculate the recycled paper and glass kg. This will allow your organization to identify the most polluting activities and design policies to reduce these negative impacts.

	• These calculations should be revised on, at least, a yearly basis, and data from primary sources should be collected to the extent possible limiting the number of assumptions and estimates in the calculations.
Best Practice	**Check recycling monitoring practices for the CCSI sector: General** • The "Event greening checklist" developed by PRFB Nova Scotia aims to help event organizers get a handle on waste management and its monitoring: https://www.uab.cat/Document/107/857/RRFB_Event_Greening.pdf
Source	Event Greening (RRFB, Nova Scotia): https://www.uab.cat/Document/107/857/RRFB_Event_Greening.pdf

Indicator code: ENV17	
Related indicator question	Are your monitoring the kg of recycled plastic?
Related category and indicator	Circular economy - Recycling
Answer to indicator	**NO**
Implementation Action	Here are some actions that will help your organization monitor recycled plastic kg: • Create a list, a baseline, of the main activities that your entity carries out that produce most plastic waste. For this, document your current plastic usage in all your business operations so you can identify improvement areas. Implement a tracking system and update and analyse data to assess your progress toward your sustainability objectives. • Calculate the recycled plastic kg. This will allow your organization to identify the most polluting activities and design policies to reduce these negative impacts. • These calculations should be revised on, at least, a yearly basis, and data from primary sources should be collected to the extent possible limiting the number of assumptions and estimates in the calculations.
Answer to indicator	**IN PROGRESS**
Implementation Action	Here are some actions that will help your organization monitor recycled plastic kg: • Calculate the recycled plastic kg. This will allow your organization to identify the most polluting activities and design policies to reduce these negative impacts. • These calculations should be revised on, at least, a yearly basis, and data from primary sources should be collected to the extent possible limiting the number of assumptions and estimates in the calculations.
Best Practice	**Check recycling practices for the CCSI sector: General** • The "Event greening checklist" developed by PRFB Nova Scotia aims to help event organizers get a handle on waste management and its monitoring: https://www.uab.cat/Document/107/857/RRFB_Event_Greening.pdf • The "Waste management tips" developed by Art Council, Native events and Julie´s bicycle, includes recycling tips: https://www.artscouncil.ie/uploadedFiles/wwwartscouncilie/Content/

	Arts_in_Ireland/Climate_Action/Waste%20Management%20Factsheet%202024.pdf
Source	Event Greening (RRFB, Nova Scotia): https://www.uab.cat/Document/107/857/RRFB_Event_Greening.pdf

Indicator code: ENV18	
Related indicator question	Do you request sustainability measures to be implemented in outsourced services (for example a bar/restaurant, carpentry, audio guides etc.)?
Related category and indicator	Outsourced services - Procurement requirements
Answer to indicator	**VERY OFTEN/OFTEN**
Implementation Action	Here are some actions that will help your organization include sustainability considerations when procuring externally: • Encourage the use of environmentally friendly products in outsourced services. • Request regular reports to see their status in relation to environmental sustainability.
Answer to indicator	**SOMETIMES/NO**
Implementation Action	Here are some actions that will help your organization include sustainability considerations when procuring externally: • Require environmental criteria in contracts through sustainability clauses: environmental standards or certifications. • Evaluate suppliers against ESG criteria. • Encourage the use of environmentally friendly products in outsourced services. • Request regular reports to see their status in relation to environmental sustainability.
Best Practice	**Check procurement advice for the CCSI sector: General** • When making the first assessment or when establishing the clauses, consider including the following certifications, depending on your environmental objectives: ○ ISO 14001: Environmental management systems https://www.iso.org/standard/60857.html ○ ISO 50001: Energy management systems https://www.iso.org/es/contents/data/standard/06/94/69426.html ○ EMAS: Eco-Management and Audit Scheme https://green-business.ec.europa.eu/emas/join-emas_en#join-emas ○ Carbon Trust Standard: https://www.carbontrust.com/ ○ Creative Green Certification: https://juliesbicycle.com/our-work/creative-green/creative-green-certification/
Source	Sustainable Procurement Guide (Julie's Bicycle) : https://juliesbicycle.com/wp-content/uploads/2022/01/Sustainable_Procurement_guide_2015.pdf

Indicator code: ENV18a

Related indicator question	Do the outsourced services implement sustainable practices (reusable materials, etc.)?
Related category and indicator	Outsourced services - Sustainable practices
Answer to indicator	**VERY OFTEN/OFTEN**
Implementation Action	Here are some actions that will help your organization promote sustainable practices to the outsourced services providers: • Co-organise together with the outsourced service company the implementation with a Phased Implementation Plan, considering: its location, the initial costs and financing. • Request regular reports to see their status in relation to the implementation of the sustainable practices and their performance.
Answer to indicator	**SOMETIMES/NO**
Implementation Action	Here are some actions that will help your organization promote sustainable practices to the outsourced services providers: • Assess energy needs and opportunities within the outsourced service to implement sustainable practices. Make it through a continuous dialogue with the outsourced service company. • Assess the practice that best suit the outsourced service (in terms of environmental impact, feasibility, investment, public aid…): giving preference to organic food, having a web hosting service powered by renewable energy, requiring to include recycled material… Make it through a continuous dialogue with the outsourced service company. • Co-organise together with the outsourced service company the implementation with a Phased Implementation Plan, considering: its location, the initial costs and financing. • Request regular reports to see their status in relation to the implementation of the sustainable practices and their performance.

Best Practice	**Check sustainable procurement practices for the CCSI sector: General**
	• The procurement guide developed by Julie´s bicycle provides advice on how to integrate sustainability into CCSI procurement choices: https://juliesbicycle.com/wp-content/uploads/2022/01/Sustainable_Procurement_guide_2015.pdf
	• When making the first assessment or when establishing the clauses, consider including the following certifications, depending on your environmental objectives:
	  ○ ISO 14001: Environmental management systems https://www.iso.org/standard/60857.html
	  ○ ISO 50001: Energy management systems https://www.iso.org/es/contents/data/standard/06/94/69426.html
	  ○ EMAS: Eco-Management and Audit Scheme https://green-business.ec.europa.eu/emas/join-emas_en#join-emas
	  ○ Carbon Trust Standard: https://www.carbontrust.com/
	  ○ Creative Green Certification: https://juliesbicycle.com/our-work/creative-green/creative-green-certification/

Source	Sustainable Procurement Guide (Julie's Bicycle):

	https://juliesbicycle.com/wp-content/uploads/2022/01/Sustainable_Procurement_guide_2015.pdf

Indicator code: ENV18b	
Related indicator question	Do the outsourced services implement circularity practices (waste management etc.)?
Related category and indicator	Outsourced services - Circularity practices
Answer to indicator	**VERY OFTEN/OFTEN**
Implementation Action	Here are some actions that will help your organization promote circularity practices to the outsourced services providers: • Co-organise together with the outsourced service company the implementation with a Phased Implementation Plan, considering: its location, the initial costs and financing. • Request regular reports to see their status in relation to the implementation of the circularity practices and their performance.
Answer to indicator	**SOMETIMES/NO**
Implementation Action	Here are some actions that will help your organization promote circularity practices to the outsourced services providers: • Assess energy needs and opportunities within the outsourced service to implement circularity practices. Make it through a continuous dialogue with the outsourced service company. • Assess the practice that best suit the outsourced service (in terms of environmental impact, feasibility, investment, public aid…): circular design, recycling of old or not used material, optimising the materials, material recycling or revalorisation suppliers … Make it through a continuous dialogue with the outsourced service company. • Co-organise together with the outsourced service company the implementation with a Phased Implementation Plan, considering: its location, the initial costs and financing. • Request regular reports to see their status in relation to the implementation of the circularity practices and their performance.
Best Practice	**Check circularity practices for the CCSI sector: General** • The "Sustainable Materials and Waste Management Toolkit developed by Vision 2025 and Julie´s bicycle and specialist waste consultancy, Resource Futures, includes circularity practices: https://juliesbicycle.com/resource/sustainable-materials-and-waste-management-toolkit-for-festivals/#:~:text=This%20Toolkit%20provides%20practical%20step-by-step%20guidance%20and%20resources,focused%20on%20improving%20waste%20management%20practices%20at%20festivals • When making the first assessment or when establishing the clauses, consider including the following certifications, depending on your environmental objectives: ○ ISO 59040:2025: Circular Economy – Product circularity https://www.iso.org/es/contents/data/standard/08/23/82339.html

Source	Sustainable Procurement Guide (Julie's Bicycle): https://juliesbicycle.com/wp-content/uploads/2022/01/Sustainable_Procurement_guide_2015.pdf

Indicator code: ENV19	
Related indicator question	Certifications - Environmental certifications
Related category and indicator	Do you have environmental certifications? (e.g., EMAS, ISO 14000, ISO 20121, ISO 50001, Leed, Breem, etc)
Answer to indicator	**NO**
Implementation Action	Here are some actions that will help your organization implement environmental certifications: • Organize informative sessions and training programs on environmental certifications (ISO 14001). • Coordinate a plan to get the certification: assign a responsible, resources, tasks that should be made (identify the certifications, lead the consecution...). • Perform an Environmental Impact Assessment: assess your status regarding the requirements asked by the certification, so you can identify your improvement areas. • Align your Sustainability Strategy with the goals or objectives specified by the certification. • Generate specific policies within your strategy to ensure that the requirements asked by the certification are being implemented. • Conduct regular audits so you can identify improvement areas and implement mitigation actions.
Answer to indicator	**IN PROGRESS**
Implementation Action	Here are some actions that will help your organization implement environmental certifications: • Align your Sustainability Strategy with the goals or objectives specified by the certification. • Generate specific policies within your strategy to ensure that the requirements asked by the certification are being implemented. • Conduct regular audits so you can identify improvement areas and implement mitigation actions.

Best Practice	**Check environmental certifications for the CCSI sector: General**
	• When identifying the target certifications, consider the following:
	  ○ ISO 14001: Environmental management systems https://www.iso.org/standard/60857.html
	  ○ ISO 50001: Energy management systems https://www.iso.org/es/contents/data/standard/06/94/69426.html
	  ○ EMAS: Eco-Management and Audit Scheme https://green-business.ec.europa.eu/emas/join-emas_en#join-emas
	  ○ Carbon Trust Standard: https://www.carbontrust.com/
	  ○ Creative Green Certification: https://juliesbicycle.com/our-work/creative-green/creative-green-certification/
	  ○ B Corp Certification: https://www.bcorporation.net/en-us/certification/

Source	Sustainability certifications for businesses and sustainability professionals: https://fsc.org/en/blog/sustainability-certifications

Indicator code: ENV20	
Related indicator question	Are you implementing actions for your staff to adopt sustainable mobility? (e.g., covering public transport costs, system of carpooling)
Related category and indicator	Transports - Sustainable transport
Answer to indicator	**NO**

Implementation Action	Here are some actions that will help your organization implement sustainable mobility practices:
	• Include green travel policies in your sustainability plan: Establish internal rules regarding the sustainable transport options for work travels (use of shared mobility services, electric vehicles).
	• Conduct awareness campaigns on sustainable mobility so the staff can receive information about the benefits of using the sustainable mobility options.
	• Create internal programs or initiatives, for instance:
	  ○ Carpool or ride-sharing programs.
	  ○ Provide economic incentives for using sustainable transport, such as discounts on sustainable friendly purchases or promoting carpooling.
	  ○ Adapt the facilities to the use of sustainable transport: add parking, showers or lockers for the staff that goes by bike or set up charging stations for those that use an electric vehicle.
	• Monitor your staff mobility patterns so you can refine your objectives and motivate the staff by demonstrating the actual impacts.

Answer to indicator	**IN PROGRESS**

Implementation Action	Here are some actions that will help your organization implement sustainable mobility practices:
	• Create internal programs or initiatives, for instance:
	  ○ Carpool or ride-sharing programs.
	  ○ Provide economic incentives for using sustainable transport, such as discounts on sustainable friendly purchases or promoting carpooling.
	  ○ Adapt the facilities to the use of sustainable transport: add parking, showers or lockers for the staff that goes by bike or set up charging stations for those that use an electric vehicle.
	• Monitor your staff mobility patterns so you can refine your objectives and motivate the staff by demonstrating the actual impacts.

Best Practice	**Check sustainable mobility practices for the CCSI sector: General** • This article from Touring Artists includes a series of guidelines with mobility practices for different CCSI sectors: https://www.touring-artists.info/en/resources/mobility-and-sustainability/green-mobility **Check sustainable mobility practices for the CCSI sector: Performing arts**

	• The "Green Mobility" guide developed by Julie´s bicycle provides advice and practices on environmentally sustainable mobility for performing arts: https://juliesbicycle.com/wp-content/uploads/2017/08/ENG_Green_Mobility_Guide_2011.pdf
Source	Checklist for sustainable mobility (Culture Moves Europe): https://culture.ec.europa.eu/document/environmental-sustainability-tips-for-artists-and-cultural-professionals The EU Green Deal and Live Performance Organizations (EFA): https://www.efa-aef.eu/en/news/2110-new-ultimate-cookbook-for-cultural-managers-the-eu-green-deal-and-live-performance-organisations/

4.2.2 Social actions and best practices

Indicator code: SOC01	
Related indicator question	What was the percentage of permanent contracts of your employees in the last two years?
Related category and indicator	Workforce – Secure employment
Answer to indicator	**0% (0); 1-25% (0,25); 26-50% (0,5)**
Implementation Action	Offering temporary contracts in CCSIs is common, but this puts pressure and generates uncertainty within sector employees. Some actions that organizations could take to support more permanency in the sector are: • Creating a longer-term vision for each job position and try to extend opportunities as much as possible. • Offer flexible jobs that could be shared in the long term between one or more employees. • Skilling or upskilling your temporary employees to engage them in future and more permanent jobs.
Best Practice	**Check contracting practices for the CCSI sector: General** • The "What's right is right" online knowledge website by Juist is Juist, aims at promoting fair work practices in the CCSI by providing a toolbox to calculate wages and fees, model contracts, guidelines, diagrams and manuals: https://www.juistisjuist.be/en/tools/
Source	The Culture Fix. Creative people, places, and industries (OECD): https://issuu.com/oecd.publishing/docs/the_culture_fix_policy_highlights_2022 Employment characteristics and undeclared work in the cultural and creative sectors (ELA): https://www.ela.europa.eu/sites/default/files/2024-11/Study_CCS_final_publication.pdf

Indicator code: SOC02	
Related indicator question	What was the percentage of full-time contracts of your employees in the last two years?
Related category and indicator	Workforce – Type of contract
Answer to indicator	**0% (0); 1-25% (0,25); 26-50% (0,5)**
Implementation Action	Offering part-time contracts in CCSIs is common, but this can put pressure and generate uncertainty within sector employees. Some actions that organizations could take to provide more full-time positions are: • Creating a longer-term vision for each job position and try to acquire future skills needed earlier in time. • Try to define jobs that could meet more than one skill or requirement so a person could perhaps be upskilled to perform additional tasks. • Skilling or upskilling your part time employees to engage them in future and more permanent jobs.

Best Practice	**Check contracting practices for the CCSI sector: General** The "What's right is right" online knowledge website by Juist is Juist, aims at promoting fair work practices in the CCSI by providing a toolbox to calculate wages and fees, model contracts, guidelines, diagrams and manuals: https://www.juistisjuist.be/en/tools/
Source	The Culture Fix. Creative people, places, and industries (OECD): https://issuu.com/oecd.publishing/docs/the_culture_fix_policy_highlights_2022 Employment characteristics and undeclared work in the cultural and creative sectors (ELA): https://www.ela.europa.eu/sites/default/files/2024-11/Study_CCS_final_publication.pdf

Indicator code: SOC03	
Related indicator question	What was the percentage of turnover among staff with permanent contract in the last two years?
Related category and indicator	Workforce – Outbound turnover rate
Answer to indicator	**51-75% (0,25); >76% (0)**
Implementation Action	Here are some ways employers in the CCSI sector can be proactive in retaining employees, by creating good jobs: • Offer security, support, and flexibility where needed: Feeling safe during work life is mandatory to ensure retention. • Embrace hard questions and seek authentic perspectives: Being ready to listen to employees' ideas and sometimes "hard" questions and suggestions can open the door to new approaches that make everyone more comfortable in the workplace. • Make sure everyone understands the strategy, buys in, and keeps the conversation going: The most successful good jobs strategies have input and support from each part of the operation (employers, employees, suppliers etc.)
Best Practice	**Check practices to address turnover for the CCSI sector: General** • Check the guidelines and research reports on how to improve working conditions of Cultural and Creative Sectors collected by the Clore Leadership: https://www.cloreleadership.org/our-resources/world-of-work/
Source	It's Time to Reimagine Employee Retention (HBR): https://hbr.org/2022/07/its-time-to-reimagine-employee-retention Bringing Good Jobs to the Arts - Strategies for Creating Better Art by Creating Better Working Conditions for Artists (National Endowment for the Arts): https://www.arts.gov/stories/blog/2025/bringing-good-jobs-arts-strategies-creating-better-art-creating-better-working-conditions-artists

Indicator code: SOC04	
Related indicator question	What was the ratio between the average salary or annual income per employee in your organization and the minimum interprofessional salary in your country in the last two years?
Related category and indicator	Workforce – Adequate wages
Answer to indicator	**<1 (0); 1:1 to 1:1,5 (0,25)**
Implementation Action	NOTE: National minimum interprofessional salary may apply to different countries. Please check national legislation that may apply to your organization. All employees should be paid at least the minimum interprofessional salary established by the country they live and work in. When ratios are low, some strategies to improve average salaries compared to county minimum wages are: • To carry out a review of working conditions. • Creating an enabling an environment for effective social dialogue. • Developing effective policies on adequate minimum wages and overall renumeration. • Other suggestions include implementing better policy and regulatory frameworks covering skills, social protection, and the status of workers.
Best Practice	**Check salary practices for CCSI sector: General** • In this interview made to Elena Polivtseva: Fair Pay Push in the Arts Sector showing best practices across European Countries on Fair Pay: https://creativesunite.eu/article/elena-polivtseva-fair-pay-push-in-the-arts-sector
Source	New measures needed to improve working conditions in arts and entertainment sector (ILO): https://www.ilo.org/resource/news/new-measures-needed-improve-working-conditions-arts-and-entertainment

Indicator code: SOC05	
Related indicator question	Is your staff covered by a collective agreement or are there collective bargaining processes?
Related category and indicator	Workforce – Collective bargaining
Answer to indicator	**NO**
Implementation Action	Collective agreements have some key provisions that outline the rights and responsibilities of both the employer and the employees. Even if your sector does not have a collective agreement defined by a bargaining process, you should at least have an internal policy or document outlining the following provisions: • Wages and Benefits: This provision outlines the compensation that employees can expect to receive, including base pay, overtime rates, vacation pay, and more.

	• Hours of Work: This provision lays out the hours that employees are expected to work, as well as any overtime or shift differentials. • Grievance Procedures: This provision outlines the process for resolving disputes between employees and the employer. • Health and Safety: This provision covers the measures that the employer must take to ensure that the workplace is safe and healthy for employees.
Answer to indicator	**PARTIALLY**
Implementation Action	NOTE: National or regional collective agreements may apply to different sectors. Please check national legislation that may apply to your organization. In addition, most Member States have legislation containing provisions that "recognise artists' associations and authorise the negotiation of agreements of solo self-employed persons. Once you have a collective agreement in place or are on the way to set one up, you could think of further aspects, as described by Faster Capital in the "Understanding the Key Components of a Collective Agreement" article: • Grievance and Dispute Resolution Procedures: When it comes to collective agreements, it's important to have grievance and dispute resolution procedures in place. • Management Rights: Management rights refer to the powers that an employer or management has over their employees or subordinates. In a collective agreement, management rights are often outlined to ensure that both parties understand the scope of the employer's authority. • Union Security: Union security, also known as "union dues," refers to the requirements that employees must meet in order to maintain their membership in a union. Union security is a critical component of a collective agreement, as it is designed to ensure that employees contribute to the union's efforts to improve wages, benefits, and working conditions. • Renewal and Termination of Collective Agreements: These clauses determine how long the agreement will remain in effect, how the agreement can be renegotiated, and the grounds for terminating the agreement.
Best Practice	**Check collective agreement practices for CCSI sector: General** • Useful resource on reporting examples developed by the ESG reporting HUB: https://www.esgreportinghub.org/article/collective-bargaining-disclosures • Useful resource for emerging practices on collective bargaining across Europe developed by Papersizer: https://www.eurofound.europa.eu/en/publications/2022/moving-times-emerging-practices-and-provisions-collective-bargaining • Guidelines on applying EU competition law to collective agreements regarding the working conditions of solo self-employed persons from the EC: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=legissum:4625428

	Check collective agreement practices for CCSI sector: Art and Cultural sector • Examples of collective agreements in the Art and Cultural Sector developed by the Amsterdam University of Arts: https://www.beroepkunstenaar.nl/en/subjects/collective-labour-agreements/
Source	Collective bargaining disclosures (ESG reporting HUB): https://www.esgreportinghub.org/article/collective-bargaining-disclosures Emerging practices and provisions collective bargaining (Eurofound): https://www.eurofound.europa.eu/en/publications/2022/moving-times-emerging-practices-and-provisions-collective-bargaining

Indicator code: SOC06	
Related indicator question	What percentage of employees, after taking parental leave, returned to work in the last 5 years?
Related category and indicator	Workforce - Parent and caregivers permits
Answer to indicator	**0% (0) ;1-25% (0,25) ;26-50% (0,5);**

Implementation Action	NOTE: National regulation may apply to different countries. Please check national legislation that may apply to your organization.
	
	Some actions that organizations can implement to encourage parents to return to work after parental leave are:
	• Offering flexibility arrangements (in addition to those established by law):
	  ○ hours of work – for example, changes to start and finish times.
	  ○ patterns of work – for example, split shifts or job sharing.
	  ○ locations of work – for example, working from home.
	• Offering breastfeeding options in the workplace (specific and/or adapted rooms).
	• Offering additional breaks so that employees can leave to breastfeed.
	• Offering more flexibility in working hours and options. For example:
	  ○ Time off for sick children and dependents.
	  ○ Offer resources for childcare and family support:
	Whatever the options you think you could offer, could be gathered in a "family friendly policy"

Best Practice	**Check parental leave turnover practices for CCSI sector: General** • It is a good practice to go beyond minimum legal obligations and let all employees request flexible work arrangements, regardless of how long they have been employed and their personal circumstances: ○ Recognise **different needs:** An employee may only need to modify their work arrangement for a short time, for example, while settling their kids into a new school. Others might need longer-term arrangements, such as an employee who wants to return to work after parental leave as a part-time employee on an ongoing basis. Not every situation is the same. It's important to have an individual approach to the employee's needs. What works for one person might not work for another.

	○ **Have open conversations:** Communication between an employer and employee can build trust and help avoid confusion and uncertainty. Conversations with staff help to manage expectations and encourage a supportive work environment. ○ **Look for solutions:** Think creatively about things you can do or offer that are more suited to your business needs, such as flexible start and finish times. ○ **Trial something:** Set a fixed period such as three to six months, to trial a flexible working arrangement. That way you can get a better idea of what will or won't work for the employee and your business, and how it can be adjusted if necessary. • The ArtJobs Career guidelines helps creating a Supportive Environment for Working Parents in Art Jobs: https://www.artjobs.com/blog/employer/creating-supportive-environment-working-parents-art-jobs# • The UNICEF guidelines on family friendly workplaces provides advice on how to redesign the workplace to be family-friendly: What governments and businesses can do: https://www.unicef.org/early-childhood-development/family-friendly-policies
Source	After the Parental Leave (Fair Work Australia): https://www.fairwork.gov.au/leave/parental-leave/after-parental-leave Family Friendly Workplaces (UNICEF): https://www.unicef.org/documents/family-friendly-workplaces-policies-and-practices-advance-decent-work-global-supply

Indicator code: SOC07	
Related indicator question	What was the average incident rate in the last 5 years?
Related category and indicator	Workforce - Work safety
Answer to indicator	**501 to 1000 (0,5); 1001 to 1500 (0,25); >1500=0**
Implementation Action	NOTE: National regulation may apply to different countries. Please check national legislation that may apply to your organization. There are several ways to improve reduce the incident rates, such as: • Conducting risk assessments • Carrying out education and training for staff of health and safety matters • Organising safety campaigns (for example on social media) • Establishing management's commitment to safety, occupational safety and health management systems in order to improve OSH issues in a more structured and formal way. • Conduct an incident investigation, for example: ○ to understand what went wrong (especially the causation and processes that were involved); ○ to learn and improve so as to prevent future incidents from occurring. ○ to blame who is responsible for the event and to punish this organization or individual.

	○ to comply with requirements posed by governing bodies. • Any accident at a workplace is a sign to management that something has gone wrong.
Best Practice	**Check health and safety assessment methodologies for CCSI sector: General** • Occupational safety and health risk assessment methodologies (Oshkiwi): https://oshwiki.osha.europa.eu/en/themes/occupational-safety-and-health-risk-assessment-methodologies • OSH training (Oshkiwi): https://oshwiki.osha.europa.eu/en/themes/osh-training • Social media and their impact on occupational safety and health communication (Oshkiwi): https://oshwiki.osha.europa.eu/en/themes/social-media-and-their-impact-occupational-safety-and-health-communication • Commitment and leadership as key occupational health and safety principles (Oshkiwi): https://oshwiki.osha.europa.eu/en/themes/commitment-and-leadership-key-occupational-health-and-safety-principles • Towards an occupational safety and health culture (Oshkiwi): https://oshwiki.osha.europa.eu/en/themes/towards-occupational-safety-and-health-culture
Source	Work related diseases (European Agency for Work and Safety): https://osha.europa.eu/en/themes/work-related-diseases

Indicator code: SOC08	
Related indicator question	What is the percentage of women in the total number of employees?
Related category and indicator	Workforce - Gender equality
Answer to indicator	**<50% (0);**
Implementation Action	There are a lot of actions that can be implemented to increase the percentage of women in the organization and contribute to gender equality. **Short term** • Start collecting and disaggregating data (disaggregate employee numbers for each position type by gender to understand the dynamics). • Review your recruitment process to make it more inclusive. • Review your policies and understand the biases and the barriers to provide equal opportunities to employees. **Medium term** • Design and plan actions based on your analyses and data to increase women representation and establish a timeline. • Redesign your recruitment process to make it more open and inclusive. • Redesign policies that can attract more women in the workplace: parental, family friendly, inclusive career pathways, promotion etc. **Long term**

	• Develop a Gender Equality strategy that includes all the actions you have planned for, including KPIs and evaluation methods. • Evaluate your strategy. • Provide training on gender equality matters to all employees.
Best Practice	**Check equality practices for CCSI sector: General** • Report and recommendations about Gender Balance in the Cultural and Creative Sectors (ENCC): https://encc.eu/articles/gender-balance-in-the-cultural-and-creative-sectors-the-brainstorming-report • The gender strategy Toolkit (Workplace Gender Equality Agency, Australia): https://www.wgea.gov.au/tools/gender-strategy-toolkit • Action Planning Playbook (Workplace Gender Equality Agency, Australia): https://www.wgea.gov.au/take-action/action-planning-playbook-guide **Check equality practices for CCSI sector: Museums** • Guideline. Representation Of Women in Art Museums: How Can We Improve Gender Balance In Exhibition Practice? (ENCATC): https://www.encatc.org/media/6209-representation-of-women-in-art-museums-how-can-we-improve-gender-balance-.pdf
Source	A Guide for Practicing Gender Equity in Exhibit Design (EDGE): https://www.exploratorium.edu/sites/default/files/files/Exploratorium_2021_GenderEquityExhibitDesignGuide.pdf Policy and Strategy Guidance Workforce (Workplace gender Equality Agency Australia): https://www.wgea.gov.au/sites/default/files/documents/1-Policy-and-Strategy-Guidance-Workforce-Composition.pdf

Indicator code: SOC09	
Related indicator question	Is there a gender pay gap between male and female in the organization?
Related category and indicator	Workforce – Gender equality
Answer to indicator	**YES**

Implementation Action	Organizations should aim to reduce gender pay gap as much as possible. To do this, the gender pay gap needs to be correctly calculated in the first place. Some of the ways that organizations can reduce the gender pay gap include:
	Short Term
	• Measuring the gender pay gap. This implies collecting and analysing employees´ payment data by gender, job type, job level etc. and considering the following aspects:
	  ○ conscious and unconscious discrimination and bias in hiring and pay decisions.
	  ○ women and men working in different job types, with female-dominated industries and jobs attracting lower wages.
	  ○ lack of workplace flexibility to accommodate caring and other responsibilities, especially in senior roles.
	  ○ high rates of part-time work for women.
	  ○ women's greater time out of the workforce for caring responsibilities impacting career progression and opportunities.

	○ women's disproportionate share of unpaid caring and domestic work. • Start defining potential actions to reduce the gap calculated. **Medium term** • Define a plan or strategy that includes the different action defined, with a timeline and a set of KPI´s. Actions may include taking action to increase the number of women in leadership positions; Reviewing recruitment and promotion processes to make these more inclusive; Encouraging men to access flexible work arrangements and leave entitlements. • This strategy or plan could be included in a wider strategy such as a Gender Equality Strategy if you already have one. You can also think of having one. See best practices to understand what would be required. **Long term** • Implementing the actions that are planned in the plan or strategy developed, following the timelines. • Measuring the progress of the actions implemented and comparing the progress to the KPIs. • Reporting on progress to staff and other stakeholders.
Best Practice	**Check gender pay gap analysis for CCSI sector: General** • Useful guide for Gender Pay Gap analysis methods and reduction actions (Workplace gender Equality Agency Australia): https://www.wgea.gov.au/take-action/gender-pay-gap/employer-gender-pay-gap-analysis-guide • Report on Best Practices by country on how to address pay gap and available tools (CE): https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/equal-pay/best-practices-eu-countries_en **Check gender pay gap analysis for CCSI sector: Audiovisual** • Article with some guidelines on how to close the gender pay gap in the European audiovisual industry (FIA-actors): https://fia-actors.com/2024/12/10/how-to-close-the-gender-pay-gap-in-the-european-audiovisual-industry/
Source	European Commission Equal Pay (CE): https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/equal-pay_en

Indicator code: SOC10	
Related indicator question	Does the organization provide flexible work conditions to employees (time reduction for family care, remote work, etc.)?
Related category and indicator	Working conditions – Work life balance
Answer to indicator	**NO**
Implementation Action	Organizations should offer flexibility options to their employees. Some examples include: • flexible start and finish times. • working from home one or more days a week.

	• compressed working hours. • job-sharing. • giving employees the ability to design their own rosters with remote access through rostering and shift-swapping applications. • combining and sharing roles, for example: four days in an operational role and one day in a role that allows for remote working. • unpaid leave. Minor and ordinary work adjustments should not be confused as flexible working arrangements. For example, someone taking time off using carer's leave, or parental leave is not the same as working flexibly. These are standard employee rights at work.
Best Practice	**Check flexibility options for CCSI sector: General** • Useful checklist for organizations to define and implement Flexible Working arrangements (The Workplace Gender Equality Agency Australia): https://www.wgea.gov.au/flexible-work/flexible-work-checklist • Future-Flex: Mainstreaming flexibility by TEAM design specifically addresses the need for a team focus when implementing flexibility in the workplace (DCA): https://www.dca.org.au/research/future-flex-mainstreaming-flexibility-team-design • This report identifies nine forms of employment that are new or have become increasingly important in Europe to increase flexibility (Eurofound): https://www.eurofound.europa.eu/en/publications/2015/new-forms-employment
Source	Promoting and improving gender equality in the workplace (WGEA): https://www.wgea.gov.au/

Indicator code: SOC11	
Related indicator question	Do you implement compensation measures when your staff has to overperform due to production requirements? (e.g., providing days-off when the staff stays overnight, paying higher hourly-fees for extra hours when there are longer shifts)
Related category and indicator	Working conditions – Work life balance
Answer to indicator	**NO**
Implementation Action	NOTE: National regulatory frameworks may apply to different countries. Please check national legislation that may apply to your organization. Organizations should implement compensation measures when staff has to overperform. In general, national regulatory frameworks require for workers to be compensated for overtime, at a premium rate. The compensation may be: • monetary (additional wages). • in time off (additional leave), to be taken within a specified, and usually relatively limited, period. In many countries, the framework provides flexibility as to whether the compensation takes the form of time or money, and this is determined through collective agreements or local arrangements.

Best Practice	**Check compensation options for CCSI sector: General** • Useful report on overtime regulation and practice in Europe developed by the European Commission: https://op.europa.eu/en/publication-detail/-/publication/af6e632f-ba06-11ec-b6f4-01aa75ed71a1/language-es
Source	The status and working conditions of artists and cultural and creative professionals (CE): https://op.europa.eu/en/publication-detail/-/publication/01fafa79-1a13-11ee-806b-01aa75ed71a1/language-en

Indicator code: SOC12	
Related indicator question	Are there internal policies or practices that ensure staff´s wellbeing when travelling for work? (i.e., accommodation, bonuses, transport options etc.)
Related category and indicator	Working conditions – Work life balance
Answer to indicator	**NO**
Implementation Action	Organizations should consider and plan to mitigate employees´ concerns inherent in cultural mobility: balancing professional obligations with personal life while regularly travelling far from home and family. Here are some ways to create safer travel experiences for employees: **Short Term:** • Offer flexible working hours: Implementing flexible working hours can make employees feel significantly safer during commutes, reducing their exposure to unsafe conditions or enabling better planning to balance work and life. **Medium – Long term:** • Implement Travel or Wellbeing policies: Clear and comprehensive policies are essential for ensuring employee wellbeing during work-related journeys and travels. • These policies outline guidelines and procedures to mitigate potential risks.
Best Practice	**Check wellbeing options for staff for CCSI sector: General** • The Arts Wellbeing Collective (2019), "Tour Well guide" on how to improve mental health and wellbeing on tour won a national Australian prize – Promoting positive mental health and wellbeing on tour: https://artsontour.com.au/initiatives/tourwell/ • The Arts Wellbeing Collective (2019), "Tour Well guide for Tour Managers" includes tips and techniques to promote positive mental health and wellbeing on tour (VAPAC): https://vapac.org.au/wp-content/uploads/2020/09/Tour-Well-for-Tour-Managers-Arts-Wellbeing-Collective-Arts-on-Tour.pdf • This publication from the Cultural Mobility Flows analyses the impacts of international cultural mobility and includes suggestions to mitigate these https://on-the-move.org/resources/library/cultural-mobility-flows-mental-health-well-being-and-international-cultural
Source	Arts wellbeing collective (Work safe Victoria, Australia): https://www.worksafe.vic.gov.au/workwell-mhif-arts-wellbeing-collective

	Policy Handbook on Artists´ residencies (CE): https://op.europa.eu/en/publication-detail/-/publication/e6febc40-05f1-11e6-b713-01aa75ed71a1

Indicator code: SOC13	
Related indicator question	Are you implementing measures to promote the employment of persons with disabilities?
Related category and indicator	Workforce – Disability
Answer to indicator	**NO**
Implementation Action	NOTE: National regulatory frameworks may apply to different countries. Please check national legislation that may apply to your organization. Organizations should consider implementing measures to encourage the recruitment, stability, and promotion of people with disabilities. There are different steps that organizations could implement: **Short Term** • Define work positions as flexible as possible. • Define the abilities needed for each position. • Define actions that the organization can take towards being more inclusive of people with disability. **Medium Term** • Plan for those actions to be carried out, define a timeline and KPIs. • Encourage people with disabilities to apply for your job vacancies implementing and inclusive recruitment process. • Understand if people with disabilities could perform certain jobs if reasonable adjustments are made. • Try to implement reasonable adjustments for people that could get the job in these cases. • Implement organization wide adjustments so that people with disability can participate in the daily work life. **Long Term** • Establish an accessibility strategy or plan. This can be included in a wider Diversity & Strategy plan or similar. The plan should include all the actions you have planned for and a monitoring approach. • Implement actions and monitor them.
Best Practice	**Check employment of people with disabilities for CCSI sector: General** • Resources to build the principles of interacting with people of disability into your organization presented by the Australian Disability Network: https://australiandisabilitynetwork.org.au/resources/making-accessibility-a-core-principle/ **Check employment of people with disabilities for CCSI sector: Arts sector** • Example of ArtsWork "Access, Diversity, Equality and Inclusion Policy" which includes practices on inclusion of people with disabilities: https://artswork.org.uk/about-us/policies/

	• Online resource promoting equity, access, and inclusion for people with disabilities seeking careers in the arts by the National Endowment for the Arts: https://www.arts.gov/impact/accessibility/careers-in-the-arts-toolkit
Source	Union of equality: Strategy for the rights of persons with disabilities 2021-2030 (EC): https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2021%3A101%3AFIN#PP4Contents

Indicator code: SOC14	
Related indicator question	Are you implementing measures to promote the inclusion of vulnerable groups among your staff (young people, people at risk of social exclusion, etc.)?
Related category and indicator	Workforce – Vulnerable groups
Answer to indicator	**NO**
Implementation Action	Organizations should consider implementing measures to encourage the recruitment, stability, and promotion of vulnerable groups. There are different steps that organizations could implement: **Short Term** • Reach out to community organizations working with vulnerable groups to start conversations on how your organization could provide opportunities to vulnerable groups. • Adapt your recruitment process to make it more flexible and open (do not ask for excessive qualifications or skills if these are not needed or if these could be learned in the position) • Define actions that your organization could take to improve your workforce diversity. **Medium Term** • Plan for those actions to be carried out, define a timeline and KPIs. • Encourage people from vulnerable groups to apply for your job vacancies implementing and inclusive recruitment process. • Review your organization culture to understand if this is safe for vulnerable groups to work in. • Consider training all staff in diversity and inclusion matters. **Long Term** • Establish an accessibility strategy or plan. This can be included in a wider Diversity & Strategy plan or similar. The plan should include all the actions you have planned for and a monitoring approach. • Implement actions and monitor them.
Best Practice	**Check employment of vulnerable groups for CCSI sector: General** • Resources for developing a step-by-step Diversity and Inclusion strategy and tools to embed D&I initiatives in your workforce developed by Diversity Council Australia: https://www.dca.org.au/resources/di-planning#resources • A guide to "Collecting diversity data respectfully" developed by the Diversity Council Australia: https://www.dca.org.au/research/di-101-collecting-diversity-data

	• UN Global Compact Diversity, Equality and Inclusion Policy example: https://unglobalcompact.org/take-action/action/dei **Check employment of vulnerable groups for CCSI sector: Arts** • Artswork presents a collection of inclusion and sustainability policies, including an "Access, Diversity, Equality and Inclusion Policy" that could be used as an example to employ vulnerable groups: https://artswork.org.uk/about-us/policies/
Source	Union of equality: Strategy for the rights of persons with disabilities 2021-2030 (EC): https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2021%3A101%3AFIN#PP4Contents

Indicator code: SOC15	
Related indicator question	Are you implementing measures to promote diversity among your staff (LGBTIQ+, racial, etc.)?
Related category and indicator	Workforce – Diversity
Answer to indicator	**NO**
Implementation Action	Organizations should consider implementing measures to encourage equal opportunity on the recruitment, stability, and promotion of employees. There are different steps that organizations could implement: **Short Term** • Understand what diversity and intersectionality are and how these aspects play out in the workplace. In general diversity can include (not limited to): Ethnicity, Gender, Disability, Sexual orientation, Age, Social vulnerability, others. • Start collecting data on your workforce diversity. This needs to be done respectfully and there are guidelines outlining how to do it. **Medium Term** • Start planning for a diversity and inclusion strategy and related policies. These policies should at least consider the following aspects: data, organization culture, employee professional journey, collaboration, and capacity building. • Follow a guideline or specific examples to plan for specific actions your organization could take and establish a timeline and KPIs for each of them. **Long Term** • Implement and monitor the plan. • Consider periodical reviews and updates of the plan, and continuous training for all employees and employers in Diversity and Inclusion matters.
Best Practice	**Check staff diversity options for CCSI sector: General** • Cultural Sensitivity & Diversity (20-minute training course preview). Video that explains cultural sensitivity is important in the workplace for both employees and the clients, customers, or patients they serve (Rutgers OCPE): https://www.youtube.com/watch?v=WUS23ZU8Wzk • Resources for developing a step-by-step Diversity and Inclusion strategy and tools to embed D&I initiatives in your workforce

	developed by Diversity Council Australia: https://www.dca.org.au/resources/di-planning#resources • A guide to "Collecting diversity data respectfully" developed by the Diversity Council Australia: https://www.dca.org.au/research/di-101-collecting-diversity-data • UN Global Compact Diversity, Equality and Inclusion Policy example: https://unglobalcompact.org/take-action/action/dei **Check staff diversity options for CCSI sector: Arts** • Socioeconomic diversity and inclusion toolkit for Creative Industries (Social Mobility): https://socialmobility.independent-commission.uk/resources/creative-industries-toolkit/ • Artswork presents a collection of inclusion and sustainability policies, including an "Access, Diversity, Equality and Inclusion Policy" that could be used as an example to increase diversity among staff: https://artswork.org.uk/about-us/policies/
Source	Union of equality: Strategy for the rights of persons with disabilities 2021-2030 (EC): https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2021%3A101%3AFIN#PP4Contents

Indicator code: SOC16	
Related indicator question	Do you have a structured training and skill development plan to support staff development?
Related category and indicator	Workforce – Training courses
Answer to indicator	**NO**
Implementation Action	Wherever your organization is on its path to becoming sustainable, employee involvement and training are a must. Staff development refers to structured activities and initiatives aimed at improving employee skills, knowledge, and professional growth. Developing a staff training and development plan should be the first step and it should consider: • Understanding organizational needs and business goals. • Understanding sector and market trends and needs. • Identifying skill gaps. • Setting clear objectives and milestones. • Resource allocation for training programmes responding to the needs identified. • Communicating the training plan to employees. • Monitoring and evaluation of the plan.
Best Practice	**Check staff training practices for CCSI sector: General** • The "How to Implement Skills Development Training Programs for Employees & Partners: Upskilling, Cross-Skilling, Reskilling guide" developed by ITA group includes tips and good practices on how to plan and implement staff training: https://www.itagroup.com/insights/employee-experience/how-to-implement-skills-development-training-programsograms

	• It could be a good idea to join an existing European skills network, such as the European Pact for Skills (CE): https://employment-social-affairs.ec.europa.eu/policies-and-activities/skills-and-qualifications/working-together/pact-skills_en or the Creative Pact for skills (Creative Pact for Skills): https://www.creativepactforskills.eu/
Source	Importance of Training and Development in Tourism Industry (Malik and Balyan): https://www.researchgate.net/publication/349410441_Importance_of_Training_and_Development_in_Tourism_Industry

Indicator code: SOC17	
Related indicator question	Do you incorporate in the contracts with your suppliers' specific clauses to protect the working conditions of their employees?
Related category and indicator	Workers in the value chain - Collective bargaining coverage and social dialogue
Answer to indicator	**NO**
Implementation Action	Sustainable organizations should include specific conditions to ensure that the working conditions of suppliers´ employees are fair. These conditions could be related to: • Human rights • Adequate Wages • Work life balance conditions • Wellbeing conditions • Compensations • Secure employment wages • Collective bargaining • Others. These conditions could be based on organizations´ own staff conditions if these have been sustainably defined. Once the criteria are defined, you can include this in the supplier´ contract form or other internal policy documents if these exist (code of conduct etc.)
Best Practice	**Check contracting practices for CCSI sector: General** • This inclusive "Supplier Code of Conduct" developed by Creative Australia including sustainability criteria could be used as an example to develop your own: https://creative.gov.au/wp-content/uploads/2023/09/Supplier-Code-of-Conduct-September-2023.pdf
Source	Embedding sustainability into supplier selection and support (PWC): https://www.pwc.co.uk/who-we-are/annual-report/stories/2023/embedding-sustainability-into-supplier-selection-and-support.html

Indicator code: SOC18	
Related indicator question	Do you incorporate in the contracts with your suppliers' specific clauses to regarding equal treatment and opportunities for all of their employees?

Related category and indicator	Workers in the value chain - Equal treatment and non-discrimination
Answer to indicator	**NO**
Implementation Action	Sustainable organizations should include specific conditions to ensure that suppliers promote their employees´ equal treatment. These conditions could be related to: • Gender equality and equal pay • Training and skills development • Employment and inclusion of persons with disabilities • Measures against violence and harassment in the workplace • Diversity and inclusion practices • Others. These conditions could be based on organizations´ own staff conditions if these have been sustainably defined. Once the criteria are defined, you can include this in the supplier´ contract form or other internal policy documents if these exist (code of conduct etc.)
Best Practice	**Check equality in contracting practices for CCSI sector: General** • This inclusive "Supplier Code of Conduct" developed by Creative Australia including sustainability criteria could be used as an example to develop your own: https://creative.gov.au/wp-content/uploads/2023/09/Supplier-Code-of-Conduct-September-2023.pdf
Source	Embedding sustainability into supplier selection and support (PWC): https://www.pwc.co.uk/who-we-are/annual-report/stories/2023/embedding-sustainability-into-supplier-selection-and-support.html

Indicator code: SOC19	
Related indicator question	Do you have social certifications? (e.g., ISO 30415:2021, ISO 45001, ISO 27001, ISO 22301, etc.)
Related category and indicator	Certifications – Social certifications
Answer to indicator	**NO**
Implementation Action	ISO standards are internationally agreed by experts. Think of them as a formula that describes the best way of doing something. It is a good practice for an organization to get certified by standards that align with their activity. Standards can cover a wide range of activities including social initiatives that an organization undertakes to promote socially responsible business models. Standards are also a way to obtain proof that an organization is taking steps towards sustainability and also, to get support to improve those areas that need more attention. These are some of the social standards that an organization could implement: • ISO 26000 - Social responsibility • ISO 20121:2024 - Event sustainability management system

	• ISO 30415:2021 - Human Resource Management. Diversity and Inclusion • ISO 45001:2018 - Occupational Health & Safety • ISO/IEC 27001:2022 - Information security, cybersecurity, and privacy protection There are other standards becoming more and more popular between organizations interested in certifying their sustainable business models such as B Corp, which is a Certification indicating that a business is meeting high standards of verified performance, accountability, and transparency on factors from employee benefits and charitable giving to supply chain practices and input materials."
Answer to indicator	**IN PROGRESS**
Implementation Action	Standards can cover a wide range of activities including social initiatives that an organization undertakes to promote socially responsible business models. These are some of the social standards that an organization could implement, and that you might want to investigate in addition to the progress you have made so far: • ISO 26000 - Social responsibility • ISO 20121:2024 - Event sustainability management system • ISO 30415:2021 - Human Resource Management. Diversity and Inclusion • ISO 45001:2018 - Occupational Health & Safety • ISO/IEC 27001:2022 - Information security, cybersecurity, and privacy protection There are other standards becoming more and more popular between organizations interested in certifying their sustainable business models such as B Corp, which is a Certification indicating that a business is meeting high standards of verified performance, accountability, and transparency on factors from employee benefits and charitable giving to supply chain practices and input materials."
Best Practice	**Check social certification options for CCSI sector: General** • The good practices and resources regarding B Corp certification could be found here (BCorp): https://www.bcorporation.net/en-us/resources/ • The good practices and guidance to implement ISO standards could be found here (ISO): https://www.iso.org/resources.html
Source	ISO 26000 (ISO): https://www.iso.org/standard/42546.html ISO 20121 (ISO): https://www.iso.org/standard/86389.html ISO 30415 (ISO): https://www.iso.org/standard/71164.html ISO 45001 (ISO): https://www.iso.org/standard/88588.html ISO 27001 (ISO): https://www.iso.org/standard/27001 B Corp (BCorp): https://www.bcorporation.net/en-us/certification/

Indicator code: SOC20	
Related indicator question	Do you measure the social impact of your activity in the community? (e.g., job creation, educational purpose; active participation/citizenship, social cohesion, censorship, human rights, climate change, mental health)

Related category and indicator	Affected communities – social reporting
Answer to indicator	**NO**
Implementation Action	Organizations should consider how their business may affect the communities they live in. They shall consider whether and how to integrate potential impacts to affected communities into its existing risk management processes. **Short Term** • Identify the community that your organization has an impact on, or that it is influenced by it. • Think about the topics that might benefit from having open discussions or getting feedback from these communities and prioritise them in terms of how your organization may impact the community. **Medium Term** • Establish communication mechanisms to collect community's inputs and perspectives on the impact topics (these might be surveys, social media, email, open doors activities etc.). • Establish indicators to measure the impact. **Long term** • Measure and evaluate the impact indicators. • Provide feedback to the community. Resources should be allocated to measure and manage these impacts. Organizations should establish internal functions to manage the impacts and what types of action they take to address negative and advance positive impacts.
Answer to indicator	**IN PROGRESS**
Implementation Action	Organizations should consider how their business may affect the communities they live in. They shall consider whether and how to integrate potential impacts to affected communities into its existing risk management processes. **Medium Term** • Establish communication mechanisms to collect community's inputs and perspectives on the impact topics (these might be surveys, social media, email, open doors activities etc.) • Establish indicators to measure the impact. **Long term** • Measure and evaluate the impact indicators. • Provide feedback to the community. Enough resources should be allocated to measure and manage these impacts. Organizations should establish internal functions to manage the impacts and what types of action they take to address negative and advance positive impacts.
Best Practice	**Check social impact measurement options for CCSI sector: General** • Some examples of what having a positive impact in the community might look like can be found here: https://kb.bimpactassessment.net/support/solutions/articles/4300073

	9493-understanding-impact-business-models-local-economic-development • The "How cultural initiatives and CCSIs can impact social policies on the ground" policy brief includes examples of how CCSIs impact communities in the EU (Interreg EU): https://www.interregeurope.eu/sites/default/files/2024-02/Policy%20brief%20on%20the%20social%20dimension%20of%20culture.pdf
Source	Cultural and Creative Industries – Policies (Interreg Europe): https://www.interregeurope.eu/find-policy-solutions/policy-briefs/cultural-and-creative-industries Resources (B Corp): https://www.bcorporation.net/en-us/resources/

Indicator code: SOC20a	
Related indicator question	Are there procedures to use the social impact data in your decision-making processes?
Related category and indicator	Affected communities – social reporting
Answer to indicator	**NO**
Implementation Action	Organizations should establish internal functions to manage the impacts and what types of action they take to address negative and advance positive impacts. The impact data and perspectives of affected communities should inform organizations´ decisions or activities aimed at managing actual and potential impacts on communities. This can be actioned by: • Establishing local action groups that might help propose mitigation actions for the impacts identified. • Establishing internal communication processes by which employees could propose mitigation actions to community impacts identified. • Including community and employees´ feedback as well as collected impact data in decision-making meetings and agendas.
Best Practice	**Check options to include social impact data in decision making for CCSI sector: General** • The "How cultural initiatives and CCSIs can impact social policies on the ground" policy brief includes examples on how CCSIs impact to communities is considered in decision making (Interreg EU): https://www.interregeurope.eu/sites/default/files/2024-02/Policy%20brief%20on%20the%20social%20dimension%20of%20culture.pdf
Source	Cultural and Creative Industries – Policies (Interreg Europe): https://www.interregeurope.eu/find-policy-solutions/policy-briefs/cultural-and-creative-industries Resources (B Corp): https://www.bcorporation.net/en-us/resources/

Indicator code: SOC21	
Related indicator question	Do you have a procurement policy that prioritizes contracting with local firms for the supply of materials and services?

Related category and indicator	Affected communities - Communities' economic social and cultural rights
Answer to indicator	**NO**
Implementation Action	Local sourcing reduces carbon emissions and supports the local economy. It also offers better supply chain transparency, flexibility, and customer loyalty. Integrating actions to support local businesses and economic growth in organizations´ procurement policies is considered to be a positive social impact that organizations could contribute to. Some steps to be taken might be: • Identifying Local Suppliers • Assessing Quality and Reliability • Developing Relationships • Reviewing Pricing and Negotiating Contracts • Incorporating Local Sourcing in the Business Model If local options are limited, consider regional suppliers or those with eco-certifications. Local sourcing not only enhances environmental impact but also boosts ESG (Environmental, Social, Governance) credentials, helping businesses make a positive mark on both their community and the planet.
Best Practice	**Check local procurement practices for CCSI sector: General** • The guide for optimising opportunities for local suppliers developed by the Department of Housing and Public Works from Queensland government includes practical hints to optimise local supply opportunities: https://www.hpw.qld.gov.au/__data/assets/pdf_file/0015/3327/opportunitieslocalsuppliers.pdf
Source	Local Sourcing: A Win-Win for Businesses and Communities (ESG Sector): https://esgsector.com/uncategorized/local-sourcing-a-win-win-for-businesses-and-communities/

Indicator code: SOC22	
Related indicator question	Are you implementing measures for the deseasonalization of activity (reconcentration of actions in certain periods)?
Related category and indicator	Affected communities - Communities' economic social and cultural rights
Answer to indicator	**NO**
Implementation Action	Deseasonalization of, in particular, activities linked to events or production and performance activities in general, is a must for a sustainable future of cultural and creative sectors that base their activity in a specific session(s) of the year. There are some actions that organizations can take to overcome seasonality: • Talk to public organizations to create public-private synergies and join forces to organise off-peak events and activities and propose to integrate these within local sustainable tourism strategies for example.

	• Offer off-season passes and activities with discounted rates or if this is not possible, offering other perks (i.e., emphasize the advantage of experiencing your event/activity at a time of year that's less crowded. • Research and identify if there is a specific target audience that you could reach out to specifically for off season activities (i.e. seniors, a network of people specifically interested in your organization´s activity etc.). • Think about ways in which you could diversify your business and collaborate with other sectors during off peak seasons (collaborating with schools, industry etc.). • Seek ideas and feedback from the community about what they would like to see or participate in during off season and try to align your business model to these ideas.
Best Practice	**Check practices to overcome seasonality for CCSI sector: General** • The "How to overcome seasonality in tourism" report developed by BMIT Global Network provides examples of European initiatives to overcome seasonality in tourism: https://www.bmitpglobalnetwork.org/wp-content/uploads/2022/08/How-to-Overcome-Seasonality-in-Tourism.pdf
Source	Breaking the Seasonality Barrier in Tourism. A Literature Review of Policies and Strategies (Gkarane and Vassiliadis): https://link.springer.com/content/pdf/10.1007/978-3-031-51038-0_24 Visitor attractions and events. Responding to seasonality (Connel, Page and Meyer): https://www.sciencedirect.com/science/article/abs/pii/S0261517714001150

Indicator code: SOC23	
Related indicator question	Did you receive any administrative warning or fine for not observing legal obligations in your activity in the last two years (i.e., noise limits, excessive lights, waste management, etc.)?
Related category and indicator	Product/service responsibility - Local community
Answer to indicator	**YES**
Implementation Action	NOTE: National regulations may apply to different countries. Please check national legislation that may apply to your organization. Usually, companies don´t intend to oversee legal obligations but if you have been sanctioned it could be a sign of poor planning, monitoring and evaluation reasons. Some actions that could be taken are: • Ensure you have the right policies in place and review these to ensure they meet legal obligations. • Establish concrete procedures to implement such policies so that legal obligations are checked upon from planning to implementation phases. Legal obligations may imply: • Health & safety regulations. • Data protection & privacy. • Contracts and agreements.

	• Intellectual property. • Liability & Insurance. • Permits & Licenses. • Alcohol and substance regulations. • Others.
Best Practice	**Check tools for monitoring legal compliance** • Even if it is linked to charity organizations, this guide can help your organization in providing assurance on regulatory compliance: https://www.theirm.org/media/8457/tools-for-providing-assurance-on-regulatory-compliance.pdf
Source	Events! Guidance from a legal and practical perspective (Travlaw): https://www.travlaw.co.uk/blog_posts/events-guidance-legal-practical/

Indicator code: SOC24	
Related indicator question	Are you implementing data privacy systems to protect the data of your users (even outsourced)?
Related category and indicator	Human rights, personal data, and security - Personal data
Answer to indicator	**NO**
Implementation Action	Sustainable organizations should implement data privacy systems to protect data of users. These systems may include (but these are not limited to) the parameters outlined in the UNSDG guidance on data privacy, ethics and protection: • Description of data use. • Purpose and limitations of data use. • Risk, mitigation and benefits assessment. • Sensitive data treatment. • Data security mechanisms. • Data retention procedures. • Data quality maintenance. • Open data, transparency, and accountability. • Due diligence for third party collaborators.
Best Practice	**Check data privacy systems for CCSI sector: General** • This guide for "GDPR compliance for event organisers" includes options on how to integrate data privacy systems in events: https://www.gdpr-advisor.com/gdpr-compliance-for-event-organisers/ • An example of data privacy, ethics, and protection guidance developed by the UN SDG initiative can be found here: https://unsdg.un.org/sites/default/files/UNDG_BigData_final_web.pdf
Source	• Big Data for Sustainable Development (UN): https://www.un.org/en/global-issues/big-data-for-sustainable-development

Indicator code: SOC25	
Related indicator question	Do you have a contingency/emergency plan to protect infrastructure and people in your premises or during your events?

Related category and indicator	Human rights, personal data, and security - Emergency plan
Answer to indicator	**NO**
Implementation Action	Organizations with premises or events that welcome visitors should produce an Event Emergency Plan (EEP) to help organizations deliver a safe and successful event. An Event Emergency Contingency Plan should include the following protection measures, according to the guide "Building an Emergency Plan" developed by the Getty Conservation institute: • Prevention. Eliminate hazards or reduce their potential effects on staff and visitors, on the collection, and on other assets. For example, clearing away debris from around the outside of the building helps eliminate the potential for a fire that could endanger lives and damage property. • Preparedness. Prepare and equip personnel to handle an emergency. For example, create emergency telephone lists, stockpile supplies, and train staff and volunteers how to use them. • Response. Prevent injury and limit losses after the event. For example, train staff and volunteers to evacuate visitors, colleagues, collections, and records safely. • Recovery. Prepare and train staff to carry out the process that returns operations to normal. For example, following a disaster, staff and volunteers may spend months sorting through the gift store inventory and discarding damaged items, or sorting through the collection and carrying out basic washing or surface-cleaning tasks
Best Practice	**Check contingency emergency plan options for CCSI sector: General** • This guide developed by the Getty conservation institute provides a step-by-step guide that a cultural institution can follow to develop its own emergency preparedness and response strategy: https://www.getty.edu/conservation/publications_resources/pdf_publications/emergency.html#:~:text=Building%20an%20Emergency%20Plan%20provides%20a%20step-by-step%20guide,develop%20its%20own%20emergency%20preparedness%20and%20response%20strategy.
Source	Guidelines for Disaster Preparedness in Museums (International Council of Museums): https://patapsco.org/wp-content/uploads/2018/07/ICOMguidelinesdisasters_eng.pdf

Indicator code: SOC26	
Related indicator question	Are you implementing measures to promote non-discrimination of people in your activities or use of the products/services?
Related category and indicator	Human rights, personal data, and security - Non discrimination
Answer to indicator	**NO**
Implementation Action	Organizations should ensure that their products and services do not discriminate in any diversity grounds. CCSIs should identify those aspects

	that could create inequalities among their products, services, or activities to implement measures to implement mitigation measures: • A good start is to create a check list for your main activities that could guide you through the aspects that should be considered from the planning to the implementation phase. • Implementing a communication channel with for people participating in your activities to be able to raise any concerns related to discrimination cases. • Developing awareness campaigns attached to your products or events so that all attendees and participants understand that your organization promotes and will fight for a safe space for everyone to enjoy your products or services. • Include anti-discriminatory content in your cultural products or services if this aligns with your business goals.
Best Practice	**Check non-discriminatory options for CCSI sector activities: General** • The "An introduction to organising inclusive events" guideline developed by the European Citizen Action Service includes effective strategies to practice inclusiveness in the planning of our online, in-person and hybrid events at different scales: https://ecas.org/publication/an-introduction-to-organising-inclusive-events/
Source	Acting against discrimination (EC): https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/new-push-european-democracy/equality-and-inclusion/acting-against-discrimination_en%20

Indicator code: SOC27	
Related indicator question	Are you implementing measures to facilitate the participation of disadvantaged people in your activities or use of the products/services?
Related category and indicator	Human rights, personal data, and security - Social inclusion
Answer to indicator	**NO**
Implementation Action	Organizations seeking sustainable practices should promote the equal participation of disadvantaged communities in cultural life and product accessibility. In this sense there are a lot of actions that can be taken to promote a more diverse participation of vulnerable communities: • Partner with community organizations that work or have access to vulnerable people to understand ways in which they could engage with your products/services. • Implementing a communication channel with the community or with community organizations to gather feedback and ideas on what would be of interest for them regarding your products/services. • Make accessibility a core focus of your products and services so that these can reach people with special accessibility needs.
Best Practice	**Check inclusive participation options for CCSI sector: General** • The "An introduction to organising inclusive events" guideline developed by the European Citizen Action Service includes effective strategies to practice inclusiveness in the planning of our online, in-person and hybrid events at different scales:

	https://ecas.org/publication/an-introduction-to-organising-inclusive-events/
Source	Social inclusion of vulnerable groups by enabling their participation in cultural and artistic activities (UNESCO): https://www.unesco.org/creativity/en/policy-monitoring-platform/social-inclusion-vulnerable-groups-enabling-their-participation-cultural-and-artistic-activities

Indicator code: SOC28	
Related indicator question	Are you implementing measures to make your products/services/activities accessible for people with disabilities?
Related category and indicator	Consumers and end-users Accessibility - Accessibility
Answer to indicator	**NO**
Implementation Action	There are a wide variety of resources and toolkits to organise inclusive events and communications for people with disabilities. It is not necessary to implement every recommendation provided in these tools, but it is important to identify those aspects that could create inequalities among your products, services, or activities to implement measures to mitigate those. Some actions organizations must take are: • Applying the European accessibility act, a directive that aims to improve the functioning of the internal market for accessible products and services, by removing barriers created by divergent rules in Member States. • Measures to facilitate physical accessibility of your premises or venues. • Measures to facilitate physical or cognitive accessibility of your communication with your users (e.g., staff support services, dissemination materials, etc.) • Measures to facilitate physical or cognitive accessibility of your products/services/activities (e.g., hearing loop, subtitling, etc.)?
Best Practice	**Check accessible activities options for CCSI sector: General** • The "Planning of Inclusive Events for people with disabilities" developed by SALTO Inclusion Education, includes recommendations on how to organise inclusive events but with a special focus on people with disabilities: https://saltoinclusion.eu/planning-of-inclusive-events/ • Some examples of cultural events and products promoting people with disabilities´ participation can be found in this article by Disability arts international: https://www.disabilityartsinternational.org/europe-beyond-access/events/
Source	Access to cultural life for people with disabilities (Euro parliament): https://www.europarl.europa.eu/thinktank/en/document/EPRS_BRI(2019)644200

4.2.3 Governance actions and best practices

Indicator code: GOV01	
Related indicator question	Are you implementing sustainability reporting in accordance with the CSRD (Corporate Sustainability Reporting Directive) or other standards?
Related category and indicator	CSR strategy - Sustainability reporting
Answer to indicator	**NO**
Implementation Action	On 5 January 2023, the Corporate Sustainability Reporting Directive (CSRD) entered into force. Companies subject to the CSRD will have to report according to European Sustainability Reporting Standards (ESRS). Although not all companies will be required to report, it might be interesting to start preparing for this type of assessment as it will serve as a guidance for organizations sustainability. Some general actions that organizations could implement to start preparing for ESRS type reporting, following the EPALE "ESG report - step by step" article are: • Defining your organization´s impact: Developing an ESG strategy starts with determining your organization's impact on people and the planet. The aim is to identify areas of activity that involve a risk of impact internally and externally. • Assessment of materiality: A materiality assessment helps you determine your ESG priorities for your business. It starts by defining the stakeholders – investors, suppliers, service providers, local community, etc. It should also define the ESG indicators for each stakeholder group that will be particularly important to monitor. • Starting point: It is important to take initial measurements to describe the organization's current state and assess the relative maturity of ESG across the organization. • Set ESG goals and monitoring systems: Goals may include maintaining good performance, improving weak areas, and optimising performance or overall performance. • Publish regular ESG reports: Plan an annual performance report for key stakeholders using the frameworks above and external assessment tools. In the first report, it is important to highlight the policies and programs that are already in place and to assess progress. All these steps will compose the core elements of your ESG strategy which will plan for the organization's development based on three basic pillars - E (environmental), i.e., environmental issues; S (social) - social issues; and G - (governance) - corporate governance issues.
Best Practice	**Check sustainability reporting practices for CCSI sector: General** • Check a step-by-step guideline based on SDGs to support organizations develop a strategy (SDG Compass): https://sdgcompass.org/download-guide/ • The "Mapping trends and best practice in climate action and sustainability in the art" developed by the British Council includes suggestions of best practice and links to practical resources for cultural organisations and activists across the world:

	https://www.britishcouncil.org/sites/default/files/mapping_climate_action_and_sustainability_in_the_arts.pdf
Source	ESG report - step by step. Electronic Platform for Adult Learning in Europe: https://epale.ec.europa.eu/en/blog/esg-report-step-step

Indicator code: GOV02	
Related indicator question	What was the average time in days of payment for good and services during the last year?
Related category and indicator	CSR strategy - Sustainability payment
Answer to indicator	**60 days (0,5); More than 60 days (0)**
Implementation Action	Analyse your organisation's finance needs: identify sources of revenue, operating costs (fixed and variable), and investment requirements. Plan a detailed budget and establish priorities. Consider the following actions to better manage the payments: • Access to credit tools and financial literacy training. • Streamline the internal approval process and the payment process. • Establish a finance management system (with an ERP) to monitor the budget: Monitor real-time budgeting, cash flows, accounts payable and receivable, and financial reporting. • Establish a payment plan and prioritise
Best Practice	**Check payment practices for CCSI sector: General** • Best practice is set up by the EC Directive on combating late payment in commercial transactions: https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1413903005068&uri=CELEX:32011L0007 • Check the EU late payment calculator developed by the European Commission for organisations that haven't received their payment by the agreed deadline, to calculate the interest and compensation on the payment: https://europa.eu/youreurope/business/finance-funding/making-receiving-payments/late-payment/index_en.htm
Source	Directive 2011/7/EU of the European Parliament and of the Council of 16 February 2011 on combating late payment in commercial transactions (recast) Text with EEA relevance: https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1413903005068&uri=CELEX:32011L0007

Indicator code: GOV03	
Related indicator question	Are you selecting suppliers based on social and/or environmental criteria? (suppliers with social certification e.g. Fairtrade, or suppliers with a clear ethical/ social /environmental mission)
Related category and indicator	CSR strategy - Suppliers' choices
Answer to indicator	**NO**
Implementation Action	Some actions to be implemented might be:

	• Identifying Sustainable Suppliers: The first step is to identify suppliers who can meet your business's requirements. • Assessing Quality and Reliability: It is crucial to ensure that the quality of materials matches or exceeds that of currently used ones. • Developing Relationships: Foster working relationships with suppliers, demonstrating your commitment to their business. • Reviewing Pricing and Negotiating Contracts: Sustainable sourcing does not always mean higher costs. It is often possible to negotiate competitive prices that are affordable for your business while ensuring a fair income for suppliers. • Incorporating Sustainable Sourcing in the Business Model: It's essential to consider not just the operational but also the strategic fit of sustainable sourcing. This may involve aligning sustainable sourcing with your organization's overall mission, vision, and branding.
Best Practice	**Check suppliers' criteria options for CCSI sector: General** • Partnering with sustainable suppliers is a choice that benefits both businesses and the community. Sustainable sourcing reduces carbon emissions, improves product freshness, and supports the local economy. It also offers better supply chain transparency, flexibility, and customer loyalty. • Integrating actions to support sustainable businesses and economic growth in organizations´ procurement policies is considered to be a positive social impact that organizations could contribute to. • The procurement guide developed by Julie´s bicycle provides advice on how to integrate sustainability into CCSI procurement choices: https://juliesbicycle.com/wp-content/uploads/2022/01/Sustainable_Procurement_guide_2015.pdf
Source	Cookbook for Cultural Managers (EFA): https://www.efa-aef.eu/media/17247-final_cookbook_2023_eu-green-deal_digital_02.pdf

Indicator code: GOV04	
Related indicator question	What was the percentage of costs incurred, relative to total production costs to implement environmental, social and governance actions in the last year? (e.g., photovoltaic, smart technologies)
Related category and indicator	CSR strategy - Sustainability costs management
Answer to indicator	**None (0); 0,1%-5% (0,3); 5,1%-10% (0,6)**
Implementation Action	Identify ESG costs. Type of costs to be considered ESG costs: • ESG audits: Conduct an audit to identify all costs related to ESG actions (including indirect costs) during the year. • Environmental: renewable energies (batteries for energy storage, solar panels…), smart technologies…. • Social: Labour welfare, social inclusion, transparency, local communities' engagement… • Governance: sustainability plan, certifications… • Classify the costs (Direct and indirect costs). • Calculate the percentage of total sustainability incurred costs.

Best Practice	**Check cost practices for CCSI sector: General** • Check the "IFC ESG" examples on ESG costs developed by IFC: https://www.ifc.org/content/dam/ifc/doc/mgrt/ifc-esg-guidebook.pdf
Source	Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023 supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards: http://data.europa.eu/eli/reg_del/2023/2772/oj

Indicator code: GOV05	
Related indicator question	Are there specific professional figures or appointed staff in the organization in charge of sustainability issues?
Related category and indicator	Management - Management composition and responsibility
Answer to indicator	**"We do not have any dedicated staff; we appoint people as requirements arrive" OR "Nobody dedicated time to sustainability issues so far"**
Implementation Action	It is important to define how the administrative, management and/or supervisory bodies are involved in forming, monitoring, promoting, and assessing sustainability matters. There are different ways in which this could be carried out: • Defining a dedicated role in the organization to plan, implement and monitor sustainability matters (assigning tasks or activities to other organization areas or people). • Providing time and resources to existing organization roles to dedicate time and resources to work on sustainability matters. In any case, advancing sustainability should be aligned with an organization´s strategy and therefore this work should transversally be applied to all organization aspects.
Best Practice	**Check sustainability staff practices for the CCSI sector: General** • Check the "Sustainability Committees: Structure and practices" developed by IFC: https://www.ifc.org/content/dam/ifc/doc/mgrt/focus-15-sustainability-committees.pdf • An example of a sustainability job position for Julie´s bicycle: https://juliesbicycle.com/wp-content/uploads/2024/04/CLIMATE-CHANGE-SUSTAINABILITY-SPECIALIST-JD-March-24-v.2.pdf
Source	Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023 supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards: http://data.europa.eu/eli/reg_del/2023/2772/oj

Indicator code: GOV06	
Related indicator question	Are you implementing measures to assure the representation of the socioeconomic diversity of your community in the decision-making processes?
Related category and indicator	Management – Management composition and responsibility

Answer to indicator	NO
Implementation Action	The community that organisations serve or have impact on, should be represented in decision making bodies or processes. The "Funder Listening Action Menu" developed by Fund for Shared Insight, indicates the following steps to be taken: • Identify the needs and opportunities regarding the representation of the socioeconomic diversity of the community in decision-making processes. Co-define your objectives and the expected results. • Recruit members of the community to participate in the organisation Board or decision-making structures or processes. Changes within your organization that bring new voices and perspectives into decision making can advance equity, surface critical knowledge, and shift power. • Provide sufficient training and support (including, for example, mentorship and compensation) to all decision makers, as appropriate in your context.
Best Practice	**Check board representation options for CCSI sector: General** • The "12 exemplary practices for Boards of Creative Industries" includes guidance on how boards could represent the community they serve: https://www.ngs-global.com/images/PDF/12ExemplaryPracticesforBoardsofCreativeIndustries.pdf • The" Funder Listening Action Menu" developed by Fund for Shared Insight, includes case studies on organisation Boards that have included community voices within: https://fundforsharedinsight.org/funder-tools/funder-listening-action-menu/
Source	Funder Listening Action Menu: https://fundforsharedinsight.org/funder-tools/funder-listening-action-menu/

Indicator code: GOV07	
Related indicator question	What is the percentage of women in managerial positions?
Related category and indicator	Management – Gender diversity
Answer to indicator	**0 to 10% (0); 11%-20% (0,25); 21%-30% (0,5); 31%-40% (0,75)**
Implementation Action	To increase the percentage of women in managerial positions (to get a balanced rate of women and men) two aspects must be considered, recruitment and internal vertical development within the organization. For both, consider the following recommendations of actions: **When hiring** • Define a minimum quota (Affirmative action). • For the selection process: ○ Define the selection criteria in terms of measurable skills, experience, knowledge, and personal qualities.

	○ Reach the widest possible candidate pool by using a range of recruitment methods and positive action. ○ Assess candidates against the role specification in a consistent way throughout the process: minimise unconscious bias, such as structured interviews and the use of clear competency-based assessments. • Ensure the opportunity to access to training and development. • Address the gender pay gap. • Offer conciliation policies: flexibility policies, leaves, etc. • Work with sensibilization campaigns. • Consider monitoring the actions to assess their performance. **When promoting** • Review the promotion criteria and establish clear objectives (not biased) • Make performance-based evaluations for the promotion processes. • Ensure transparency of the promotion process. • Assure the opportunity to access to training and development. • Address the gender pay gap. • Offer conciliation policies: flexibility policies, leaves, etc. • Work with sensibilization campaigns. • Consider monitoring the actions to assess their performance.
Best Practice	**Check equality in managerial positions for CCSI sector: General** • The "Women in Leadership Strategy: Promoting equality and dismantling barriers" developed by the Australian Government, provides guidance on how to best promote equality in Leadership: https://www.dfat.gov.au/sites/default/files/women-in-leadership-strategy.pdf
Source	How to improve board diversity (Equality and Human Rights Commission): https://www.equalityhumanrights.com/sites/default/files/how_to_improve_board_diversity_web.pdf

Indicator code: GOV08	
Related indicator question	Are you implementing measures to assure the representation of the socioeconomic diversity on the Board of Directors?
Related category and indicator	Management - Management composition and responsibility
Answer to indicator	**NO**
Implementation Action	Consider following the next steps to ensure the representation of socioeconomic diversity on the Board of Directors: • Define diversity metrics and targets to identify the social groups that should be represented on the Board. • Reach the widest possible candidate pool by using a range of recruitment methods and positive action. • Review the selection criteria to assess candidates against the role specification in a consistent way throughout the process. • Promote an inclusive selection process ensuring that people with different backgrounds are included.

	• Ensure the training and skills development and widen diversity in the senior leadership talent pool to ensure future diversity in succession planning. • Implement diversity audit to review the diversity level and to establish mitigation actions, if needed. • Foster an inclusive and accessible environment where people from diverse socioeconomic groups can actively participate.
Best Practice	**Check socioeconomic diversity for CCSI sector: General** • The "Practical actions and considerations" from "Balance in the boardroom: Creating greater socio-economic diversity on boards (KPMG) establishes tips and recommendations to create greater socioeconomic diversity on boards: https://assets.kpmg.com/content/dam/kpmg/uk/pdf/2024/06/balance-in-the-boardroom.pdf
Source	How to improve board diversity (Equality and Human Rights Commission): https://www.equalityhumanrights.com/sites/default/files/how_to_improve_board_diversity_web.pdf

Indicator code: GOV09	
Related indicator question	What is the percentage of women on the Board of Directors?
Related category and indicator	Management - Gender diversity
Answer to indicator	**0 to 10% (0); 11%-20% (0,25); 21%-30% (0,5); 31%-40% (0,75)**
Implementation Action	Consider following the next steps to ensure the representation of women on the Board of Directors: • Define gender metrics and targets. • Reach the widest possible candidate pool by using a range of recruitment methods and positive action. • Review the selection criteria to assess candidates against the role specification in a consistent way throughout the process. • Promote an inclusive selection process ensuring that women can participate without obstacles. • Ensure the training and skills development and widen diversity in the senior leadership talent pool to ensure future diversity in succession planning. • Implement diversity audit to review the gender representation and to establish mitigation actions, if needed. • Foster an inclusive and accessible environment where women can actively participate.
Best Practice	**Check socioeconomic diversity for CCSI sector: General** The "Practical actions and considerations" from "Balance in the boardroom: Creating greater socio-economic diversity on boards (KPMG) establishes tips and recommendations to create greater socioeconomic diversity on boards, including women representation: https://assets.kpmg.com/content/dam/kpmg/uk/pdf/2024/06/balance-in-the-boardroom.pdf

Source	Equality and Human Rights Commission: https://www.equalityhumanrights.com/sites/default/files/how_to_improve_board_diversity_web.pdf

Indicator code: GOV10	
Related indicator question	Is there a gender pay gap between male and female in the Board of Directors?
Related category and indicator	Management - Gender diversity
Answer to indicator	**YES**
Implementation Action	The gender pay gap can be hard to understand. The gap between women and men's average earnings is the result of social and economic factors that combine to reduce women's earning capacity over their lifetime. These factors include: • Conscious and unconscious discrimination and bias in hiring and pay decisions. • Women and men working in different industries and different jobs, with female-dominated industries and jobs attracting lower wages. • Lack of workplace flexibility to accommodate caring and other responsibilities, especially in senior roles. • High rates of part-time work for women • Women's greater time out of the workforce for caring responsibilities impacting career progression and opportunities. • Women's disproportionate share of unpaid caring and domestic work. Closing the gender pay gap requires cultural change to remove the barriers to the full and equal participation of women in the workforce and it is closely related to gender Equality strategies and plans. Some of the ways that business can reduce the gender pay gap include: • Measuring the gender pay gap that implies collecting and analysing employees' payment data by gender, job type, job level etc. • Implementing a gender equality strategy or plan that includes inclusive policies and initiatives across all organizational aspects. • Setting KPIs to reduce the gender pay gap. • Taking action to increase the number of women in leadership positions. • Reviewing recruitment and promotion processes to make these more inclusive. • Encouraging men to access flexible work arrangements and leave entitlements.
Best Practice	**Check gender pay gaps on Boards for CCSI sector: General** • Check the following guide on how to assess and improve the gender pay gap developed by the Workplace Gender Equality Agency Australia: https://www.wgea.gov.au/take-action/gender-pay-gap/employer-gend)er-pay-gap-analysis-guide • Check the report on Best Practices by country on how to address gender pay gap developed by the EC: https://commission.europa.eu/strategy-and-policy/policies/justice-

	and-fundamental-rights/gender-equality/equal-pay/best-practices-eu-countries_en
Source	Measuring the Gender Wage gap (ILO): https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@europe/@ro-geneva/@ilo-ankara/documents/publication/wcms_756660.pdf

Indicator code: GOV11	
Related indicator question	What is the percentage of independent members on the Board of Directors?
Related category and indicator	Management - Independent board members
Answer to indicator	**0 to 10% (0); 11%-20% (0,25); 21%-30% (0,5); 31%-40% (0,75)**

Implementation Action	As stated by various authors such as PWC or LEXOLOGY in terms of how to recruit independent Board Members, here are some actions that organisations can implement:
	• Define a minimum percentage of independent members.
	• For the selection process, follow the Ethics plan and ensure that the applicants are totally external and not linked (no financial or family connections) to the organization in some way. As well:
	  ○ Define the selection criteria in terms of measurable skills, experience, knowledge, and personal qualities.
	  ○ Reach the widest possible candidate pool by using a range of recruitment methods and positive action.
	  ○ Assess candidates against the role specification in a consistent way throughout the process: minimise unconscious bias, such as structured interviews and the use of clear competency-based assessments.

Best Practice	**Check Board independency practices for CCSI sector: General** • Check the "Hiring principles" for independent members of the board (KPMG): https://assets.kpmg.com/content/dam/kpmg/sa/pdf/2023/hiring-principles-for-independent-board-members-(english).pdf
Source	The role and responsibilities of Independent Non-Executive Directors (PWC): https://www.pwc.com/mu/en/assets/miod-position-paper-7.pdf At a glance: responsibilities of company boards in United Kingdom: At a glance: responsibilities of company boards in United Kingdom - Lexology

Indicator code: GOV12	
Related indicator question	Do you have a variable payment system to your board members or managerial positions linked to sustainability targets?
Related category and indicator	Management - Performance-based remuneration
Answer to indicator	**NO**
Implementation Action	Here are some actions that will help your organization elaborate a performance-based remuneration:

	• Identify material issues using CSRD Double Materiality Assessment • Identify key impacts, risks and opportunities. • Develop a sustainability strategy to reduce negative impacts, manage risks and explore opportunities. • Set performance targets to address the impact, risks and opportunities. • Set the priorities for the board of management and assign responsibilities. • Assign appropriate remuneration-related performance targets to the board. Establish short- and long-term sustainability-based bonuses and link it to transparent and public sustainability reporting.
Best Practice	**Check payment practices for CCSI sector: General** • The "Sustainability, ESG targets and their integration into management board remuneration includes Best practice recommendations (HKP Group): http://www.guidelines-executivecompensation.de/wp-content/uploads/2022/09/whitepaper_esg_english.pdf
Source	Why sustainability linked executive pay is a work in progress (KMPG): Time to take a broader view — Why sustainability-linked executive pay is a work in progress

Indicator code: GOV13	
Related indicator question	Do you collect stakeholders' feedback and its use in the decision-making process (e.g., user satisfaction survey; community focus groups)?
Related category and indicator	Management - Feedback collecting data
Answer to indicator	**IN PROGRESS; NO**
Implementation Action	Community participation processes should be organised only when there is room for meaningful citizen participation in the decision-making process. • Analyse the activities in which stakeholders could be included for the decision-making process. To define, for instance, the following: programming content or planning, methods for accessible programming etc. • Identify the objectives and issues to address and prioritise stakeholders. • Analyse the stakeholders. Examine their wants and needs and how this correlates with your needs and opportunities. • Plan their participation in the decision-making process, considering applying different strategies to engage them. Implement the participation methods and formats (in-person or on-line). Ensure you are making a public communication that can disseminate the process. The mechanism of consultation includes personal interviews, workshops, focus groups, public meetings, surveys, participatory tools and stakeholder panels. Choose relevant mechanisms for each stakeholder group as one template won't fit

	all. Prioritise issues from your and the stakeholders' viewpoint, understanding the stakeholders' issues of importance. • Use the received input and provide feedback. Decide on a course of action for each issue agreed upon. • Evaluate the participation process and compare the results with the initial expectations.
Best Practice	**Check stakeholder feedback collection practices for CCSI sector: General** • Check the "Golden rules" from "Stakeholder Engagement: A Road Map to Meaningful Engagement" (Doughty Centre): https://www.fundacionseres.org/lists/informes/attachments/1118/stakeholder%20engagement.pdf • Check "Stakeholder participation guide: Supporting stakeholder participation in design, implementation and assessment of policies and actions (Climate Action Transparency): Stakeholder-Participation-Assessment-Guide.pdf
Source	OECD guidelines for citizen participation processes that includes EU case studies (it´s focused on democracy participatory processes but it´s very visual and it could be adapted to organization participatory processes) (OECD): https://www.oecd.org/en/publications/2022/09/oecd-guidelines-for-citizen-participation-processes_63b34541.html

Indicator code: GOV14	
Related indicator question	Do you produce, programme, perform or show products or services which aim at sensitizing about environmental or social aspects of sustainability?
Related category and indicator	Management - Stakeholder engagement
Answer to indicator	**VERY OFTEN; OFTEN**
Implementation Action	Here are some actions that will help your organization at sensitizing about environmental or social aspects of sustainability when developing your services or offering your products: • Collaborate with organizations linked to sustainability to identify synergies and to develop common activities. • Support sustainable causes through artistic productions. • Promote the development of sustainable practices or the use of sustainable products when offering services or products or developing events. • Consider making an impact assessment of these type of activities to measure the impact and performance of the activities within the audience.
Answer to indicator	**SOMETIMES; NO**
Implementation Action	Here are some actions that will help your organization at sensitizing about environmental or social aspects of sustainability when developing your services or offering your products: • Define a strategy and targets regarding the sensibilization that could be made within your activity.

	• Identify which activities may be more likely to have a vision linked to sustainability to incorporate sustainability aspects (environmental or social) and assess if they could attract audience. • Identify the stakeholders that could be involved to spread the activities, to participate in them… so the implementation can be reinforced. • Organise events, workshops… linked to sustainability in which the audience can have an active participation. • Collaborate with organizations linked to sustainability to identify synergies and to develop common activities. • Support sustainable causes through artistic productions. • Promote the development of sustainable practices or the use of sustainable products when offering services or products or developing events. • Consider making an impact assessment of these type of activities to measure the impact and performance of the activities within the audience.
Best Practice	**Check sensitizing practices for CCSI sector: General** • The "EventIMPACTS" project, provides some ideas to identify the impact that different activities can have in the environmental and social aspects (EventIMPACTS): https://www.eventimpacts.com/
Source	Stakeholder participation guide: Supporting stakeholder participation in design, implementation and assessment of policies and actions (Climate Action Transparency): Stakeholder-Participation-Assessment-Guide.pdf

Indicator code: GOV15	
Related indicator question	Do your provide training on sustainability issues to your staff?
Related category and indicator	Business conduct - Corporate culture and business conduct policies
Answer to indicator	**NO**

Implementation Action	Here are some actions that will help your organization elaborate an ad hoc training for the employees:
	• Make an initial assessment to identify gaps and opportunities in sustainability practices within the staff.
	• Consult with employees and with stakeholders which type of concepts, methodologies and practices could be transmitted to the staff and customise it to their context. For instance:
	  ○ Environmental sustainability: waste management, sustainability practices when travelling, sustainable materials…
	  ○ Social sustainability: local communities' engagement, positive social impact…
	  ○ Governance sustainability: anticorruption, gender, and diversity in the workplace…
	• Make an initial pilot testing and in case it has a good result, elaborate an implementation plan (training sessions, trainers, materials, content, formats) and organise the training and

	development activities. Consider making different phases or levels within the implementation. • Ask for feedback and adapt the training. Repeat the training periodically for the new employees.
Best Practice	**Check sustainability training practices for CCSI sector: General** • The "Staff sustainability guide" developed by MCGill provides a variety of resources on sustainability training for staff: https://www.mcgill.ca/sustainability/files/sustainability/staff_sustainability_guide.pdf
Source	Sustainable People practices (CIPD): https://sustainablehrmskillnet.ie/wp-content/uploads/2024/05/Sustainable-People-Practices-May-2024.pdf

Indicator code: GOV16	
Related indicator question	Business conduct - Prevention and detection of corruption and bribery
Related category and indicator	Do your provide training on anticorruption and anti-bribery to your staff?
Answer to indicator	**NO**
Implementation Action	Here are some actions that will help your organization provide anticorruption and anti-bribery training for the employees: • Establish policies that address the identification, assessment, management and/or remediation of its material impacts, risks and opportunities related to business conduct matters should be a priority for any organization, including procedures to investigate business conduct incidents, including incidents of corruption and bribery. • Establish system to prevent and detect, investigate, and respond to allegations or incidents relating to corruption and bribery including the related training to own workers and/or information provided internally or to suppliers. • Make an initial assessment to identify gaps and opportunities in anticorruption and anti-bribery within the staff. • Consult with stakeholders which type of concepts, methodologies and practices could be transmitted to the staff and customise it to their context. In these trainings, both the policies and the established systems of prevention and detection should be explained. • Make an initial pilot testing and in case it has a good result, elaborate an implementation plan (training sessions, trainers, materials, content, formats) and organise the training and development activities. Consider making different phases or levels within the implementation. • Ask for feedback and adapt the training. Repeat the training periodically for the new employees.
Best Practice	**Check business conduct practices for CCSI sector: General** • Some trainings for staff and information regarding anticorruption can be found in this UN anticorruption website: https://www.un-anticorruption-learn.org/

Source	Sustainable People Practices (CIPD): https://sustainablehrmskillnet.ie/wp-content/uploads/2024/05/Sustainable-People-Practices-May-2024.pdf

Indicator code: GOV17	
Related indicator question	Do you have protocols to prevent violence or harassment in all forms (including sexual) at the workplace?
Related category and indicator	Business conduct - Measures against violence and harassment in the workplace
Answer to indicator	**NO**
Implementation Action	Adopt and implement, in consultation with workers, a workplace policy to prevent and address potential violence and harassment cases: • Establish the appropriate procedures for staff to safely arise any concerns or complaints related to workplace violence and harassment. • Consider violence and harassment and associated psychosocial risks in the management of occupational safety. • Identify hazards and assess the risks of violence and harassment with the participation of workers and their representatives and take measures to prevent and control them. Provide information and training: • Provide workers and other persons concerned information and training, in accessible formats and periodically. • Ensure easy access to appropriate, safe and effective procedures. • Protect the privacy and confidentiality of those individuals involved. Implement and apply the plan: • Implement a simple, quick, and accessible confidential complaint or reporting procedure that allows victims of harassment to make a report of the situation they are experiencing. • Investigate complaints of harassment internally in an agile, rapid, and confidential manner to determine whether harassment has occurred in the organization. • Sanction, where appropriate, the person who has committed harassment and compensate victims. • Support the person who has suffered harassment to avoid secondary victimisation or re-victimisation and facilitate, where appropriate, access to the psychological and social support they need.
Best Practice	**Check harassment protocols for CCSI sector: General** • The "Violence and harassment at work: a practical guide for employers" developed by ILO aims to enable enterprises to better control the risks and minimize the negative impacts that violence and harassment brings to the workplace: https://www.ilo.org/publications/violence-and-harassment-work-practical-guide-employers
Source	Protocol for the prevention and action against sexual harassment and gender based harassment at work (Spanish Women Institute): https://www.igualdadenlaempresa.es/asesoramiento/acoso-sexual/docs/Protocol_Sexual_Harassment_Gender-Based_H.pdf

Indicator code: GOV18	
Related indicator question	Do you have a safe procedure for reporting misconduct, or law violation that involves a warning to the appropriate authority? (e.g., whistleblowing)
Related category and indicator	Business conduct - Prevention and detection of corruption and bribery
Answer to indicator	**NO**
Implementation Action	Adopt and implement, in consultation with workers, an ethics plan and a workplace policy on misconduct or law violation: • Establish the appropriate procedures: • Identify hazards and assess the risks of misconduct or law violation with the participation of workers and their representatives and take measures to prevent and control them. Identify the cases where the authorities must be informed and create the necessary procedures of reporting for it. • Appoint an ethics officer. Provide information and training: • Provide workers and other persons concerned information and training, in accessible formats and periodically. • Ensure easy access to appropriate and effective remedies and safe. • Protect the privacy of those individuals involved and confidentiality. • Promote a culture of prevention of harassment in all the levels of the organization. • Facilitate the identification of conduct constituting harassment in its different forms. Implement and apply the plan: • Implement a simple, quick and accessible confidential complaint or reporting procedure that allows workers to make a report of the identified situation. Make sure that the resources are available to improve the wellbeing of whistleblowers and to assist them in case of retaliation. • Implement a system to guarantee an annual follow-up/check in with whistleblowers regarding the possible retaliation they may experience.
Best Practice	**Check misconduct reporting procedures for CCSI sector: General** • The "Whistleblowing Non-Retaliation Toolkit" developed by The Ethics Institute, includes best practices to good practice to prevent retaliation and protect whistleblowers in organisations: Final -The-Whistleblowing-Non-Retaliation-Toolkit_ISBN-978-0-620-99796-6_eBook.pdf
Source	Whistleblower and non-retaliation policy (JIL): jll-whistleblower-and-non-retaliation-policy-final.pdf

Indicator code: GOV19	
Related indicator question	Has the organization or any of its members been involved in an incident regarding corruption or bribery during the last 5 years?
Related category and indicator	Business conduct - Corruption and bribery incidents
Answer to indicator	**YES**
Implementation Action	Here are some actions and recommendations that will help your organisation to prevent and detect potential corruption or bribery related incidents: • Establish policies (Codes of Conduct, as well) that address the identification, assessment, management and/or remediation of its material impacts, risks and opportunities related to business conduct matters should be a priority for any organization, including procedures to investigate business conduct incidents, including incidents of corruption and bribery. • Establish system to prevent and detect, investigate, and respond to allegations or incidents relating to corruption and bribery including the related training to own workers and/or information provided internally or to suppliers. It can include, for instance, the creation of an Ethics Committee, an Ethical Hiring System, internal control and audits, risk assessments. • Implement a permanent communication policy and inform both workers and stakeholders about the policy and the procedures for prevention and application, in case there is any corruption case.
Best Practice	**Check anti-corruption or bravery practices for CCSI sector: General** • The "Handbook of good practices in the fight against corruption" developed by the EC maps a variety of anti-corruption practices in EU Member States that have proved to be useful in solving problems related to corruption: handbook-of-good-practices-in-the-fight-against-corruption-DR0723008ENN-2.pdf
Source	Business social responsibility (UNODC): https://www.unodc.org/documents/lpo-brazil/Topics_corruption/Publicacoes/English-Guide-Business-Social-Responsibility.pdf

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