What is SUSTAINABILITY?

Is not a fashion / trend

Is a change of the global environment

Is a new business model

Meeting our own needs without compromising the ability of future generations to meet their own needs

CSR

Corporate Social Responsibility

"Is the responsibility of enterprises for their impacts on Society, Environment, Marketplace and Workplace. It is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis"

Source: European Commission

ESG

Environmental, Social, Governance

Refers to the three central factors in measuring the sustainability and societal impact of a venture in an organisation.

Is a wide set of environmental, social and corporate governance considerations that can affect an organisation's ability to generate value.

JOURNEY
to sustainability

Business Model

A comprehensive understanding and thorough analysis of the existing business model of the organisation

ESG

Environmental, Social, Governance, are the basic pillars for sustainability

KPIs

Generate Key Performance Indicators to measure sustainability

SDGs

Categorise the Sustainability Development Goals which are relevant to the organisation

Sustainability Development Goals (SDGs)

European Green Deal

Mission

- Transform EU into a fair & prosperous society

- Mobilise a modern, resource – efficient & competitive economy

- Eliminate net emissions of greenhouse gases by 2050

- Decouple economic growth from resource use

Key Pillars

- Investing in environmentally – friendly technologies

- Supporting industry to innovate

- Rolling out cleaner, cheaper & healthier forms of private & public transport

- Decarbonising the energy sector

- Ensuring buildings are more energy efficient

- Working with international partners to improve global environmental standards

Key Funding Areas

- Research & Innovation

- Digital Transformation

AEC goes Sustainable

CASE STUDY

In the framework of the Integrated Impact Project of the MBA International of Athens University of Economics & Business

Project team: Nikoleta Lioni, Georgina Gkountra, Konstantina Lampropoulou, Dimitris Karampelas, Dimitrios Marinos

Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen

ΟΙΚΟΝΟΜΙΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ
ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

mba international

AEC

Association Européenne des
Conservatoires, Académies de
Musique et Musikhochschulen

AEC is the leading voice for Higher Music Education in Europe, a powerful advocate for its member institutions.

The Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen (AEC) is a European cultural and educational network with around 300 member institutions for professional music training in 57 countries.

Vision

AEC sees professionally focused arts education as a quest for excellence in three areas:
· artistic practice
· learning and teaching
· research and innovation.

It seeks to foster these elements and to encourage the diversity and dynamism with which they are pursued in different institutions, countries and regions.

AEC understands and supports music and arts education, together with cultural participation, as central contributors to quality in human life, and inclusive societies founded on democratic values.

AEC works for the advancement of Higher Education in the performing arts, primarily focusing on music. It does this based on four pillars:

Pillar 1: Enhancing quality in Higher Music Education

Pillar 2: Fostering the value of music and music education in society
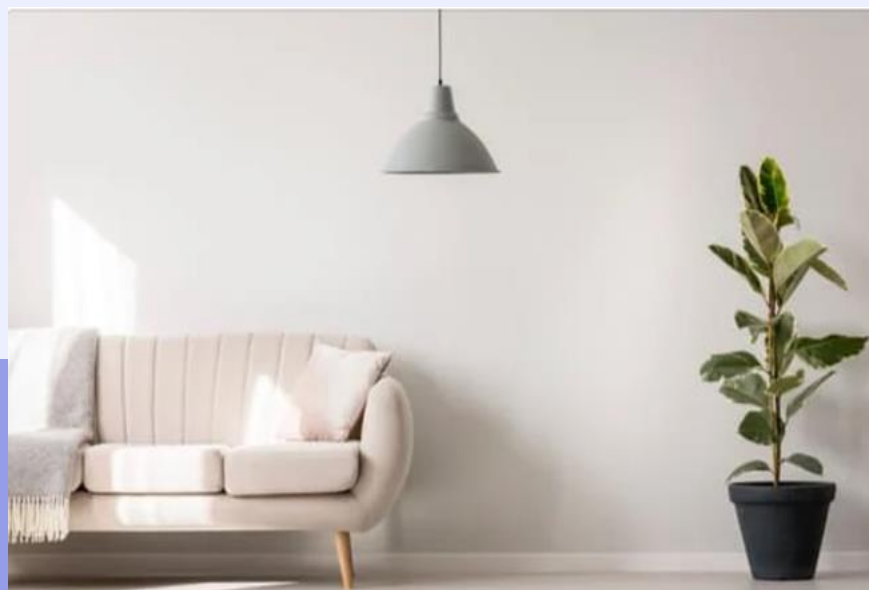
Pillar 3: Promoting participation, inclusiveness and diversity

Pillar 4: Strengthening partnership and interaction with stakeholders

AEC operates inclusively, sustainably, efficiently and effectively, enabling communication and sharing of good practice.

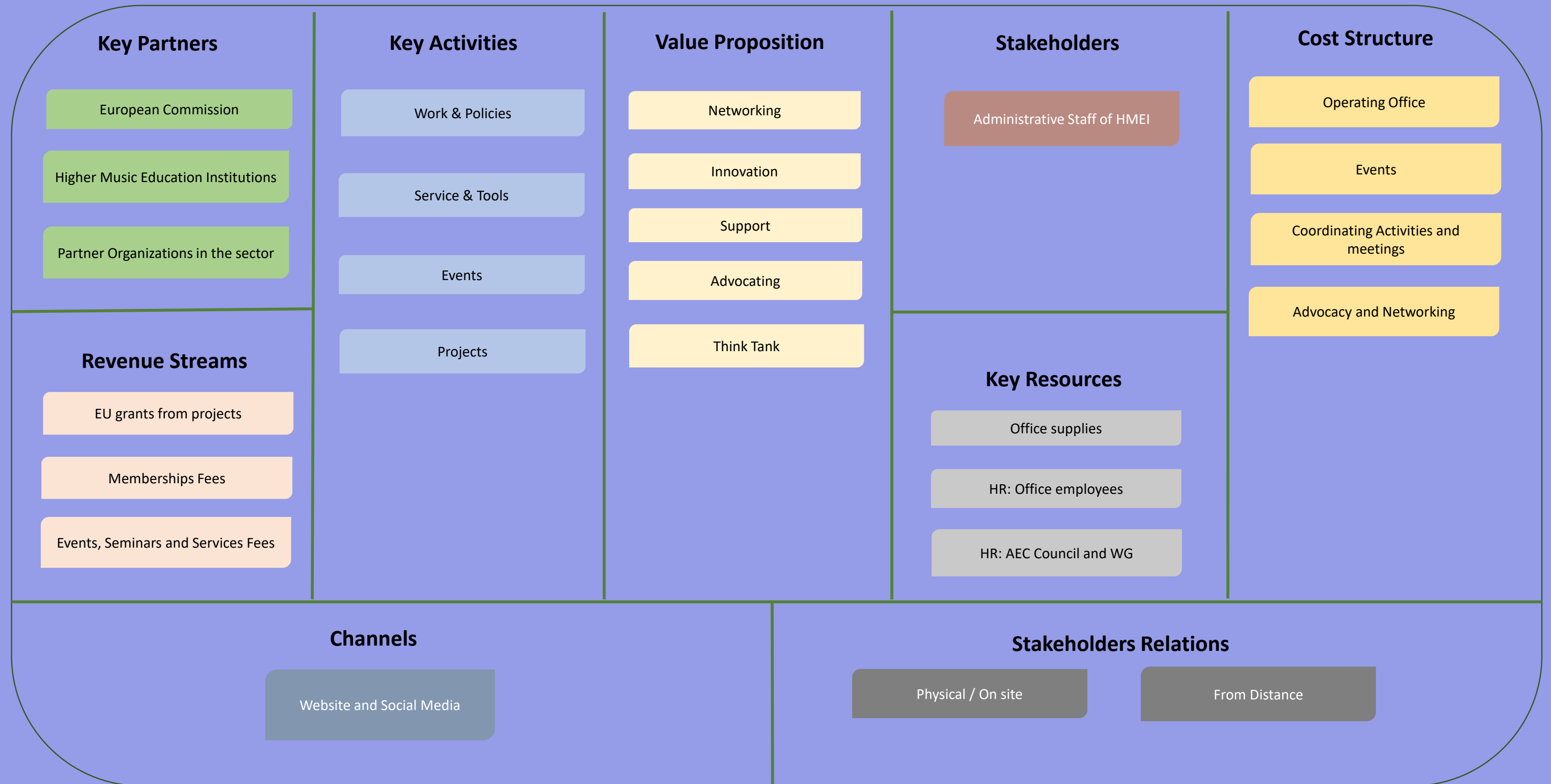# Mission

Strategic Pillars

Operating in a sustainable way

Raising awareness among AEC members & sharing practices

Promoting the connections between arts & environment

AEC & Green Deal

AEC wants to make a commitment to operate more sustainably and be aligned with all EU policies. AEC's efforts to go green, could be significantly supported by EU funding in the context of Green Deal.

AEC must be able to inspire its members to shift to more sustainable operating ways, as this will be beneficial for them (e.g.: EU funding for innovation and digital tools, in the context of Green Deal)

Investing in the future

1. Horizon Europe - the next EU research and innovation programme
2. InvestEU Fund - 30% will contribute to fighting climate change
3. Innovation and Modernisation Funds - ambition to strengthen their role
4. European Social Fund+ - activating education and training

Technology boost

- AI & Data Analytics
- IoT & Edge computing
- Digital transparency

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Sustainable Development Goals

SDGs adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

SDGs most relevant to AEC's Sustainable Strategy

- No.1: To end poverty in all its forms everywhere
- No.3: Ensure healthy lives and promote well-being for all at all ages
- No.4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- No.5: Achieve gender equality and empower all women and girls
- No.7: Ensure access to affordable, reliable, sustainable and modern energy for all
- No.8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- No.9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- No.10: Reduce inequality within and among countries
- No.11: Make cities and human settlements inclusive, safe, resilient and sustainable
- No.12 Ensure sustainable consumption and production patterns
- No.13: Take urgent action to combat climate change and its impacts
- No.16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective,

accountable and inclusive institutions at all levels

- No.17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

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SDGs Proposed Actions

- Maximize student employability by ensuring the institutional framework is competitive in the market and offers high skillset
- Maximize student employability by creating a valuable business network and liaising them with companies and institutions that fit their skillset
- Provide funding and scholarships for those with disadvantaged social and economic backgrounds
- Ensure all staff are paid the National Living Wage
- Invest in mental health services by providing psychological help with expertise staff in employees and student
- Promote healthy lifestyle activities and campaigns (e.g. healthy breakfast partnerships, fruit and vegetables in local premises, online gym courses for the employees)
- Make sure campus spaces are optimized through design and furnishing to foster wellbeing
- Apply policies to encourage health, happiness and wellbeing among staff (e.g. collaborative activities, month of wellbeing, bonding sessions)
- Embed education for Sustainable development into the curriculum
- Promote distance learning and the digitization of the curriculum to ensure inclusivity
- Create lifelong learning opportunities and build partnerships with other organizations and institutions
- Educate the next generation with high quality learning, to be measured through survey results

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SDGs Proposed Actions

- Support gender equality by paying male and female staff the same
- Support gender equality by providing the same career opportunities for male and female staff
- Ensure senior positions are reflective of the diverse community we are living in
- Support maternity and paternity policies (maternity leave, paternity leave)
- Organize activities to raise awareness of gender equality and ways to improve it (celebrate International Women's Day, invite inspiring speakers in conferences and annual events)
- Establish strict HR policies about gender discrimination

- Promote initiative to lower energy consumption in premises by encouraging people to turn off lights/screens/PC equipment)
- Undertake initiatives to lower CO_2 consumption (member traveling)
- Explore possibilities to use alternative energy sources (e.g. solar panels, switch to LED lamps)

- Embed sustainability into strategic objective to create financial gains from operating more sustainable
- Teach student about circular economy by embedding the topic in relevant courses
- Encourage entrepreneurship, creativity and innovation through competitions with a funding prize
- Ensure creating safe and secure working environment is a key policy

SDGs Proposed Actions
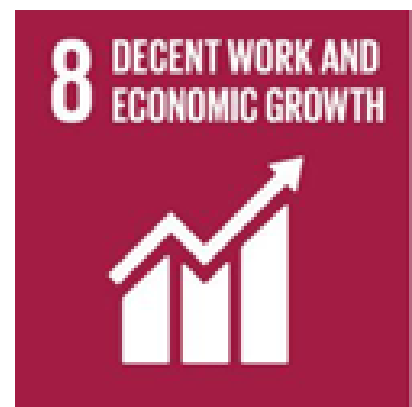
Association Européenne des Conservatoires

- Encourage sustainability within business incubator hubs
- Collaborate with students, staff and members on sustainability initiatives promoting innovative ideas and projects
- Promote the construction of resilient and energy efficient building and infrastructure
- Ensure sustainability is a consideration in all major development and investments

- Equal opportunity recruitment policy for staff and students
- Encourage initiatives that have a positive social impact and inclusivity
- Sign the Erasmus Charter for Higher Education
- Create scholarships and bursary opportunities for those from deprived backgrounds

- Create a safe environment on campuses for all and regularly update health and safety policies
- Measure and report on social and environmental impact of an institution in local community
- Create a learning program to offer opportunities to the local community and better connect students together
- Work with local authorities to improve sustainability in local area, offering the institutions expertise and experience towards the right direction

SDGs Proposed Actions

- Aim to reduce waste and keep track on it
- Create sustainability procurement guidance
- Report publicly central office emissions impact on the environment
- Create initiatives that encourage a reduce and recycle policy
- Move towards digitization to reduce paper use and environmental wastes

- Embed education that highlights the urgency of Climate Change action into the curriculum
- Train staff and students to be carbon literate
- Have a net zero emissions target and an action plan to reach this target with benchmarking and reporting
- Sign Global Climate
- Institution's vision should reflect sustainable development direction and become a strategic pillar of the organization
- Ensure buy-in across levels of the institution
- Zero tolerance policy against harassment, bullying and prejudice
- Incorporate an anti-bribery and corruption policy
- Build governance structures to ensure inclusive decision-making and fair representation across the institution
- Collaborate with other institutions to sharing best practices on the SDGs
- Sign the SDG Accord and make a formal commitment to play your part in meeting the SDGs
- Work to internationalize the institution with an internationalization strategy
- Work with the local community on regional sustainability action plans

Key Performance Indicators

Environmental	Social
Climate Change & Environmental Regulatory Risks • Are you currently in compliance with applicable environmental national and international regulation? • Do you have a specific budget for environmental compliance and improvement measures? • Have you evaluated the risks and opportunities that climate change will have on your business or assets and strategic plans?	**Employees** • What is the women to men ratio? (%) • Do you provide equal opportunity in the recruitment and promotion process? • What is the percentage of youth employees (<30 years old)? • Do you provide a higher entry salary than the National Labour Agreement? • Do you offer benefits (monetary and in kind) to your workforce? • Do you offer training and development opportunities to your workforce? • Do you comply with national or EU Occupational ealth and Safety law? (Injury Rate, Occupational Disease Rate, Lost Day Rate, Absentee Rate)
Water and Wastewater Management • Do you measure the total water consumption?	**Community** • Does your activity have any negative impact on the cultural heritage of a local community? • Do you have a volunteering plan in place?
Energy & Emissions • Are you offsetting GHG (CO2e) emissions? • Are there measures in place to reduce energy consumption? • Do you raise awareness among employees about responsible energy consumption?	

Key Performance Indicators

Corporate Governance

Highest Governance Body and Committees (role and responsibilities)
- Is the chair of the highest governance body also an executive officer in the company?
- Do you have a nomination committee for board members and senior executives?
- Which of the following criteria are used for nominating and selecting members of the highest governance body? (diversity is considered, independence is considered, expertise and experience relating to environmental and social topics are considered)
- What is the percentage of women within the organization's governance bodies?
- Do you have committees responsible for decision-making on ESG topics?
- Do you have staff or an officer for the day-to-day management of ESG topics?

Remuneration
- Does your remuneration policies (of the highest governance body and senior executives) include ESG performance?
- Do you have equal pay for equal work irrespective of gender?
- Do you disclose the organization's remuneration policy?

Policies
- Do you have an Anti-corruption / Anti-bribery policy?
- Do you have codes or policies addressing harassment, discrimination, intimidation and workplace violence?
- Do you have an ESG (or Sustainability) policy?
- Do you have an ESG (or Sustainability) strategy (including pillars, objectives, commitments, KPIs?

External Reporting and Communication
- Do you communicate progress towards the Sustainable Development Goals (SDGs)?
- Does your Board regularly review ESG performance data?
- Do you communicate progress regarding ESG issues and KPIs?
- Do you disclose Non-Financial Information through official reporting to competent authorities?

Sustainability reporting

European Commission Directive

All large organisations, operating in Europe, with over 500 employees will be responsible for disclosing in detail information on social, labor & environmental issues in their annual reports.

Through national & international standards

- GRI
- UN Global Compact
- ISO 26000

Repair & prepare for the next generation

- Next generation EU fund

- Recovery fund

THANK YOU!