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Organisational Readiness for Green Transition: Practices, Barriers, and Training Needs in Adult Education Across Europe

Survey Evidence from the Erasmus+ Project
“CREDIT – Green and Circular Economy in Business
by Digital Solutions”

Research Report

Developed by: Social Innovative Sustainable & Educational
Research Association in Greece - SISERA Greece

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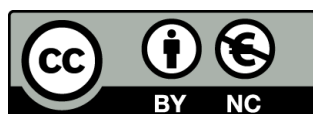




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Abstract

This study investigates organisational engagement with the green transition and associated training needs within the context of adult education in Europe. Drawing on data from an online survey administered as part of the Erasmus+ CREDIT project, responses were obtained from 94 organisations across Greece, Italy, and Turkey, representing business, public, educational, and intermediary sectors. The survey examined green practices, perceived barriers and resources, organisational readiness and importance, and preferred training modalities. Three indices were constructed to quantify practice implementation, barriers, and resources, and were analysed using descriptive statistics, chi-square tests, correlation analyses, and multiple regression modelling.

Findings revealed high perceived importance of becoming greener, contrasted with moderate readiness to take action. Regression results showed that actual engagement in green practices significantly predicted both perceived importance and readiness, whereas resources and barriers did not. Sectoral effects were notable: environmental-sector organisations reported higher importance, while chambers and professional bodies reported lower readiness. Training responses highlighted fragmented past learning experiences and a strong preference for practical, sector-specific content delivered through blended and self-paced formats.

Overall, the results suggest that motivation and readiness to pursue sustainability emerge primarily from experiential engagement rather than from resource availability or barrier reduction. These findings support practice-oriented approaches to green capacity-building within adult education and call for tailored, action-driven training models to accelerate organisational sustainability transitions.

Keywords

green practices, organisational readiness, sustainability barriers, circular economy training, adult education, green transition, SMEs

1. Introduction

1.1 Background: Green Transition & Adult Education

The transition toward a greener and more circular economy represents a profound socio-economic transformation that affects business models, work organisation, and skills development across Europe. Driven by climate imperatives and regulatory frameworks such as the European Green Deal and the Circular Economy Action Plan, enterprises are increasingly expected to adopt sustainability principles and reduce environmental impact (European Commission, 2019, 2020). The emerging green economy not only requires technological change, but also behavioural, organisational, and cultural adaptation within workplaces (ILO, 2019; OECD, 2021).

This shift has direct implications for skills and employability. New green business models demand competencies in sustainable procurement, waste management, digital technologies, eco-innovation, and stakeholder engagement (ILO, 2019; Cedefop, 2022). Small and micro-enterprises, however, often lack structured pathways to acquire these competencies and lag behind in sustainability integration due to limited training opportunities, lack of guidance, and restricted access to tailored educational resources (OECD, 2021; Cedefop, 2023). This disparity creates a widening green skills gap that constrains both business competitiveness and environmental policy effectiveness.

Adult education therefore plays a decisive role in enabling the green transition. Lifelong learning enables workers and entrepreneurs to update their skills in response to evolving industry standards, digitalisation trends, and environmental regulations (Cedefop, 2022). In this context, green skills are not confined to technical expertise alone, but extend to transversal competencies such as problem-solving, strategic thinking, digital literacy, and sustainability awareness (UNESCO, 2021). Adult learning programmes that combine technical training with behavioural and organisational competencies are particularly effective in supporting sustainable transformation within enterprises.

Thus, the green transition is fundamentally a learning challenge. Developing sustainable businesses requires equipping adults with the competencies to design, implement, and manage environmentally responsible practices. The growing urgency for professional upskilling highlights the need for flexible training programmes that align with business realities and respond to the specific needs of micro and small enterprises. The CREDIT project addresses this gap by investigating current practices, barriers, and educational needs to support the development of green business training in adult education.

1.2 The CREDIT Project Context

The CREDIT project (Green & Circular Economy in Business by Digital Solutions) is an Erasmus+ initiative that aims to strengthen the integration of green and circular economy principles into the professional practices of adult learners, enterprises, and intermediary bodies. It responds to recent European strategies positioning sustainability and digital transformation at the core of economic development, such as the European Green Deal, the SME Strategy for a Sustainable and Digital Europe, and

the Green Competence Framework (GreenComp) (European Commission, 2019, 2021, 2022).

The project specifically targets **small and medium size enterprises (SMEs)**, which make up 99% of European businesses but face disproportionate barriers to adopting sustainability practices due to limited financial capacity, fragmented access to information, and lack of structured training opportunities (Cedefop, 2023; OECD, 2021). By focusing on transferable green competencies and digital tools that can facilitate sustainable business operations, CREDIT aligns with the EU's priority of empowering SMEs to transition toward greener business models (European Commission, 2020).

A distinctive feature of CREDIT is its emphasis on **applied green skills**. Rather than solely promoting awareness or environmental compliance, the project seeks to enable enterprises to **implement concrete sustainable actions**, ranging from resource-efficient production and waste reduction to circular business models and green marketing strategies. This reflects an educational philosophy consistent with GreenComp, which highlights the need for sustainability competencies that are actionable, context-based, and linked to behavioural change (European Commission, 2022; UNESCO, 2021).

Furthermore, CREDIT recognises the role of **intermediary organisations** such as professional chambers, public agencies, and educational institutions. These bodies often act as multipliers, influencing knowledge dissemination and capacity building across local ecosystems (ILO, 2019). Their involvement ensures that green upskilling does not remain fragmented, but instead supports broader regional innovation systems that enable collective transition.

In this context, the CREDIT research study seeks to examine how the green transition is perceived across different sectors, countries, and organisational structures, and to identify training needs that could foster more sustainable economic practices. By investigating current levels of readiness, available resources, perceived barriers, and preferred learning formats, the study informs the development of a training toolkit that is **context-sensitive, accessible, and tailored to real business needs**. Ultimately, the project aims to transform sustainability from a regulatory requirement into a strategic opportunity for innovation and competitiveness.

1.3 Aims of the Study

Building on the policy priorities and skill gaps identified across Europe, this study aims to generate an evidence-based understanding of how different types of organisations perceive and engage with the green transition. While sustainability has become increasingly central to European policy, its implementation within organisations varies widely depending on sector, size, available resources, and level of practical competence (OECD, 2021; Cedefop, 2023). Therefore, the study seeks to move beyond broad calls for “green awareness” and examine the specific conditions under which organisations—particularly micro, small and medium enterprises (MSMEs)—develop readiness to adopt sustainable and circular practices.

At a primary level, the study aims to explore **current engagement with green practices**, perceived barriers to implementation, and the level of organisational

capacity to support sustainability-related activities. By operationalising green practices, barriers, and resources into measurable indices, the study provides quantifiable insights into how organisations differ in their degree of preparedness. These indices offer a unique approach that bridges research and policy application by translating abstract concepts into measurable indicators of green maturity. Understanding how these indicators relate to the **perceived importance of sustainability** and **readiness to act** contributes to clarifying whether transitions are driven by awareness, resources, structural conditions, or by active behavioural engagement.

A further aim of the study is to identify **training needs and preferred learning modalities** that can enable organisations to move from intention to implementation. Although many European programmes encourage sustainability awareness, evidence suggests that businesses—especially SMEs—require support that emphasises practical and concrete steps rather than theoretical knowledge alone (European Commission, 2022; UNESCO, 2021). This research therefore investigates not only what organisations need to learn, but also how they prefer to learn it (e.g., blended training, sector-specific guidance, practical tools). These insights directly inform the development of a training toolkit within the CREDIT project, ensuring that the outputs are targeted, realistic, and responsive to real market and educational needs.

Ultimately, the study aims to advance the understanding of the **behavioural dynamics behind green transition**. By analysing how factors such as resources, perceived barriers, and sectoral characteristics predict readiness and perceived importance, it contributes to a more nuanced understanding of what motivates action. Rather than assuming that awareness or resources automatically drive sustainability, the study evaluates the hypothesis that **active engagement in green practices may be a prerequisite for valuing and expanding sustainability measures**, offering a potentially novel contribution to adult education and sustainable business transformation.

1.4 Research Questions

To address the aims of this study and inform the development of the CREDIT training toolkit, the research was guided by three central questions. These questions explore (a) the current level of organisational engagement in sustainable practices, (b) the determinants of perceived importance and readiness for green transition, and (c) specific learning needs for supporting capacity building. In line with contemporary approaches to green competence development (Cedefop, 2023; OECD, 2021), the questions integrate behavioural, structural and educational dimensions relevant to adult training for sustainability.

RQ1. What is the current level of organisational engagement in sustainability, and what resources and barriers shape this engagement?

- **RQ1a.** To what extent do organisations implement concrete environmental practices (Green Practices Score)?
- **RQ1b.** What barriers do organisations report, and how frequently do they occur (Barriers Score)?

- **RQ1c.** What resources or capacities do organisations possess to support green transition (Resources Score)?

RQ2. Which factors predict the perceived importance and readiness of organisations to undertake green transition?

- **RQ2a.** Do green practices, barriers and resources predict the perceived **importance** of becoming greener?

H1: More green practices will positively predict perceived importance.

- **RQ2b.** Do green practices and resources predict **readiness** to take future sustainable steps?

H2: More green practices will positively predict perceived readiness.

- **RQ2c.** Do organisational characteristics (country, sector, size) influence importance and readiness?

H3: Differences will be observed across countries and sectors.

RQ3. What training content and modalities do organisations require to support their green transition?

- **RQ3a.** Which knowledge areas and skills do organisations prioritise (e.g., circular economy, compliance, technical skills)?
- **RQ3b.** Which types of training delivery (e.g., blended, self-paced, in-person) do organisations prefer?
- **RQ3c.** Are there sectoral patterns in training needs relevant for toolkit design?

2. Methodology

2.1 Research design

This study employed a cross-sectional survey design to explore green practices, perceived barriers, available resources, and training needs related to the green and circular economy in adult education and business contexts. Data were collected using an online questionnaire developed within the framework of the Erasmus+ KA210-ADU project *CREDIT – Green and Circular Economy in Business by Digital Solutions* [Project id: 2024-1-EL01-KA210-ADU-000251741].

2.2 Participants and sampling

A total of 94 respondents completed the survey. Participants were drawn from the three countries involved in the CREDIT partnership (Greece, Italy, and Turkey) and included entrepreneurs, employees, trainers/educators, policy makers, and professionals in green or related sectors. Respondents answered on behalf of their organisation (e.g., business, public institution, training provider, chamber, promoter).

Sampling was non-probabilistic and convenience-based, relying on project partners' local networks, mailing lists, events, and social media dissemination. Participation was voluntary and anonymous. Descriptive information on country, sector of activity, organisational type and size is reported in the Results section (Section 3).

2.3 Instrument

The online questionnaire was structured in six sections:

- **Section A: General information**

Country, sector of activity, type and size of organisation, and respondent's role.

- **Section B: Green practices and current status**

Items on implemented green practices (e.g., recycling, energy saving actions, digital transformation to reduce waste, green procurement), perceived barriers to adopting more green practices (e.g., lack of knowledge, high cost, lack of time, low staff engagement, lack of incentives), and organisational arrangements (e.g., awareness of public funding schemes, external support received, presence of sustainability staff).

- **Section C: Organisation-specific questions**

Items tailored to different organisational types:

- Academic institutions (e.g., green-related teaching/research),
- Public institutions/municipalities (e.g., awareness campaigns, incentives),
- Businesses/industry (e.g., implemented green technologies/practices),
- Chambers/professional bodies (e.g., members' needs),
- Promoters/disseminators (e.g., communication channels).

- **Section D: Training needs and preferences**

Questions on previous training experience (e.g., whether green-related training was provided/received and via which methods), priority training topics (e.g.,

circular economy, green office practices, environmental compliance, digital tools for sustainability, ESG & social responsibility), type of skills sought (e.g., general awareness, cross-sector techniques, specific technical skills), and preferred delivery formats (e.g., self-paced online, live online, in-person, blended).

- **Section E: Commitment and readiness**

Items on resources available for green initiatives (e.g., budget, sustainability officer, digital tools, leadership commitment, employee motivation, “none”, “other”) and two key Likert-scale items:

- Importance of becoming green in the next two years (E2; 1 = *Not important* to 5 = *Extremely important*),
- Readiness to take green steps (E3; 1 = *Not ready* to 5 = *Very ready*).

- **Section F: Open reflections**

Open-ended questions on opportunities, incentives, support needs, and examples of good practice related to green transition.

From the multi-response items in Sections B and E, three composite indices were constructed:

- **Green Practices Score** – Sum of green practices currently implemented (each practice coded 0 = not selected, 1 = selected). Possible range: 0–8.
- **Barriers Score** – Sum of perceived barriers to adopting more green practices (0–6).
- **Resources Score** – Sum of available organisational resources relevant to green initiatives (budget, sustainability officer, digital tools, leadership commitment, employee motivation; range 0–5; “none” coded 0).

These indices were treated as continuous variables in the correlation and regression analyses. As they are formative counts of distinct conditions rather than reflective scales of a single latent construct, internal consistency indices (e.g., Cronbach’s alpha) were not considered appropriate.

2.4 Procedure and ethics

The survey was administered online via the Typeform platform. A survey link was disseminated by the three partner organisations (SISERA – Greece, Officine Europa APS – Italy, Akdeniz Panorama – Turkey) through their professional networks, newsletters, and social media channels.

Before starting the questionnaire, respondents viewed an information sheet outlining the aims of the CREDIT project, the purpose of the survey, the voluntary nature of participation, and data protection measures. No directly identifiable personal data were collected. Responses were stored securely and analysed in aggregate form only. Completion of the questionnaire was taken as implied informed consent.

The study followed the ethical guidelines of Erasmus+ projects and the internal procedures of the coordinating organisation. Where applicable, data handling complied

with GDPR principles (lawfulness, purpose limitation, data minimisation, confidentiality).

2.5 Data analysis

Data were analysed using JASP and IBM SPSS Statistics. The analytic strategy comprised several stages:

1. Descriptive statistics

Frequencies, percentages and distribution plots were produced to profile the sample and to summarise green practices, perceived barriers, resources, organisational roles, and training needs and preferences.

2. Chi-square tests of independence

Pearson's chi-square tests were used to examine associations between categorical variables, including:

- Country × Green practices,
- Sector × Barriers and resources,
- Awareness of funding × presence of sustainability staff,
- Sector × specific resources (e.g., budget, leadership commitment),
- Country × interest in circular economy training.

Where appropriate, expected frequencies and validity of the chi-square assumptions were checked.

3. Construction of indices and correlation analysis

The three indices (Green Practices Score, Barriers Score, Resources Score) were computed as simple sum scores. Pearson correlations were then calculated between these indices and the two outcome variables:

- Importance of becoming green,
- Readiness to take green steps.

Correlation coefficients (r), significance levels (p), and 95% confidence intervals were reported.

4. Multiple linear regression models

Two regression models were estimated:

– **Model 1:** Predicting perceived importance of becoming green from Green Practices Score, Barriers Score, Resources Score, country, sector of activity, and organisational size.

– **Model 2:** Predicting readiness to take green steps from Green Practices Score, Resources Score, country, sector of activity, and organisational size. For each model, R^2 and adjusted R^2 , F-statistics, unstandardised (b) and standardised (β) coefficients, 95% confidence intervals, and p-values were reported. Model assumptions (linearity, homoscedasticity, normality of residuals) and multicollinearity (tolerance, VIF) were examined and found acceptable.

5. Training needs analyses

Training topics and preferred delivery formats were mainly summarised descriptively due to the open, multi-response format of several items and limited cell sizes for some categories.

A summary of the alignment between research objectives and statistical techniques is given below:

Table 1
Alignment between research objectives with statistical techniques

Research Objective	Statistical Method
Identify sample profile	Frequencies, Descriptives
Compare green practices across groups	Chi-square
Explore relationships between indices & readiness	Pearson correlation
Predict readiness and importance	Multiple linear regression
Explore training needs	Frequencies + Chi-square

3. Results

3.1 Sample Profile

A total of **94 respondents** participated in the study, representing organizations from **Greece (31.9%)**, **Italy (33.0%)**, and **Turkey (35.1%)**. The distribution is almost equal across the three countries, ensuring balanced representation within the consortium's geographical scope (see Table 1).

Table 2
Descriptive Statistics

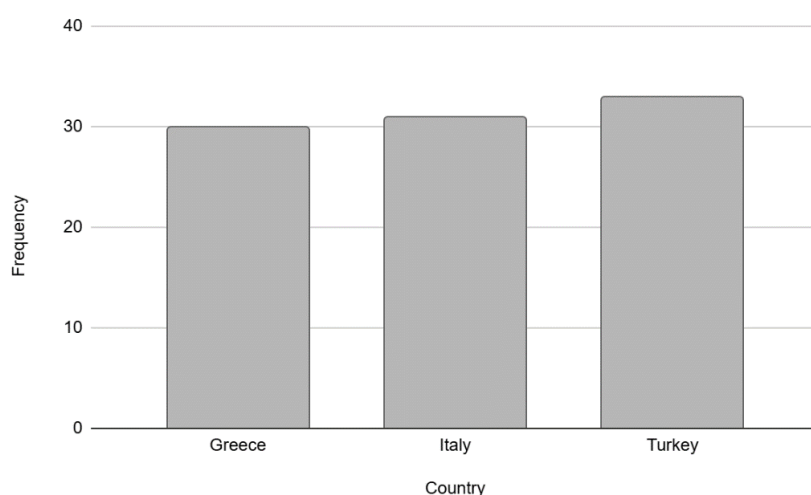
Country:	
Valid	94
Missing	0

Table 3
Frequencies for Country:

Country:	Frequency	Percent	Valid Percent	Cumulative Percent
Greece	30	31.9	31.9	31.9
Italy	31	33.0	33.0	64.9
Turkey	33	35.1	35.1	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 1
Participants per Country



Note. CREDIT Survey data, 2025.

In terms of organizational form, the majority of participants reported working in **private entities**, including *private businesses (38.3%)* and *private companies (16.0%)*. Public sector organizations were also represented (11.7%), together with smaller shares of NGOs (3.2%), social enterprises (7.4%), and education or training institutions (6.4%). This diversity reflects the CREDIT project's aim to address both business and educational stakeholders.

Table 4
 Descriptive Statistics

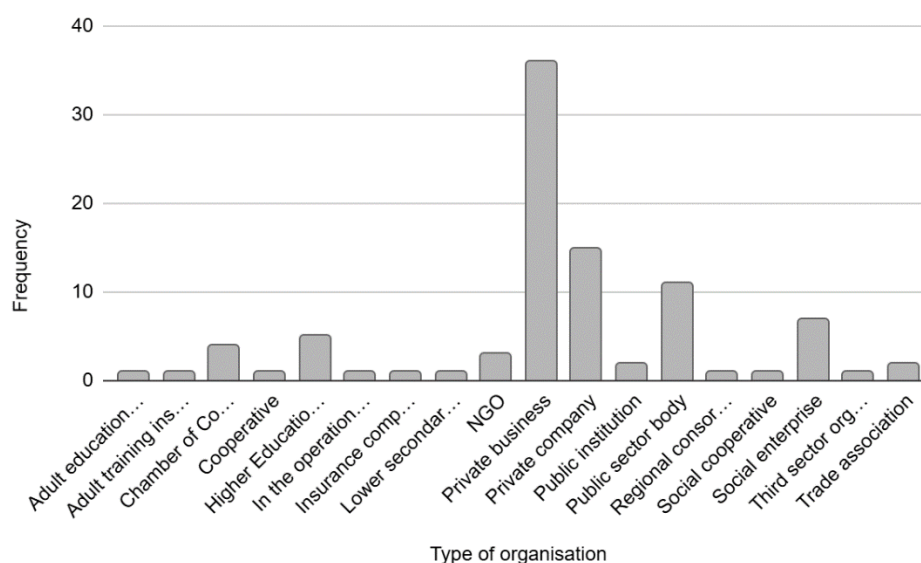
Type of organization:	
Valid	94
Missing	0

Table 5
 Frequencies for Type of organization:

Type of organization:	Frequency	Percent	Valid Percent	Cumulative Percent
Adult education provider	1	1.1	1.1	1.1
Adult training institution	1	1.1	1.1	2.1
Chamber of Commerce/Trade Union	4	4.3	4.3	6.4
Cooperative	1	1.1	1.1	7.4
Higher Education Institution	5	5.3	5.3	12.8
In the operation of Anamur Municipality	1	1.1	1.1	13.8
Insurance company	1	1.1	1.1	14.9
Lower secondary school	1	1.1	1.1	16.0
NGO	3	3.2	3.2	19.1
Private business	36	38.3	38.3	57.4
Private company	15	16.0	16.0	73.4
Public institution	2	2.1	2.1	75.5
Public sector body	11	11.7	11.7	87.2
Regional consortium/agency	1	1.1	1.1	88.3
Social cooperative	1	1.1	1.1	89.4
Social enterprise	7	7.4	7.4	96.8
Third sector organization	1	1.1	1.1	97.9
Trade association	2	2.1	2.1	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 2
Type of Organisation



Note. CREDIT Survey data, 2025.

Regarding organizational size, most respondents worked in **micro-enterprises (35.1%)**, followed by **small enterprises (21.3%)**, **public institutions (18.1%)**, and **medium enterprises (17.0%)**, while **large organizations accounted for 8.5%** of the sample. This concentration of smaller organizations suggests that green transition policies and tools should be particularly tailored to micro and small businesses, which often face limited resources.

Table 6
Descriptive Statistics

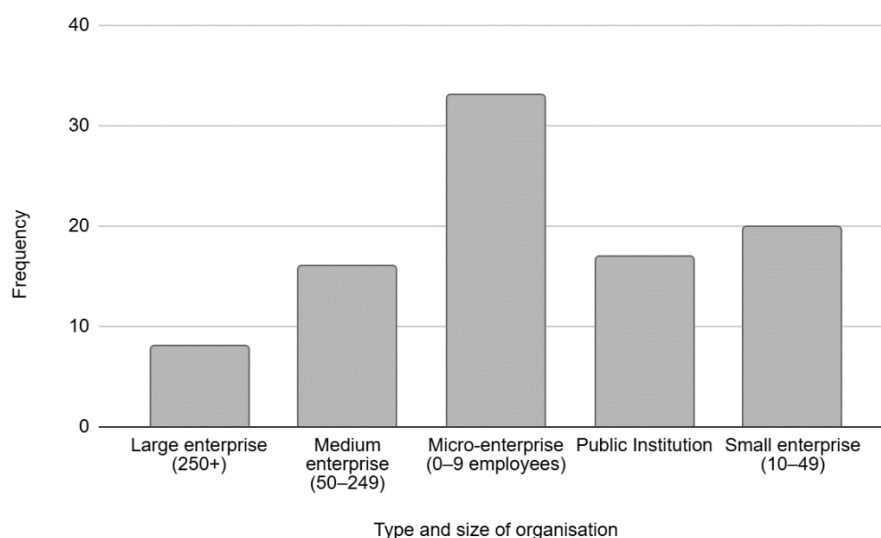
Type and size of your organization:	
Valid	94
Missing	0

Table 7
Frequencies for Type and size of your organization:

Type and size of your organization:	Frequency	Percent	Valid Percent	Cumulative Percent
Large enterprise (250+)	8	8.5	8.5	8.5
Medium enterprise (50–249)	16	17.0	17.0	25.5
Micro-enterprise (0–9 employees)	33	35.1	35.1	60.6
Public Institution	17	18.1	18.1	78.7
Small enterprise (10–49)	20	21.3	21.3	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 3
Type and size of Organisation



Note. CREDIT Survey data, 2025

With respect to professional roles, **employees made up more than half of respondents (55.3%)**, followed by **owners/directors (26.6%)** and **trainers/educators (11.7%)**, with smaller contributions from policy makers (4.3%). The large proportion of employees and managers indicates that the insights reflect both operational and decision-making perspectives on sustainability practices within organizations.

Table 8
Descriptive Statistics

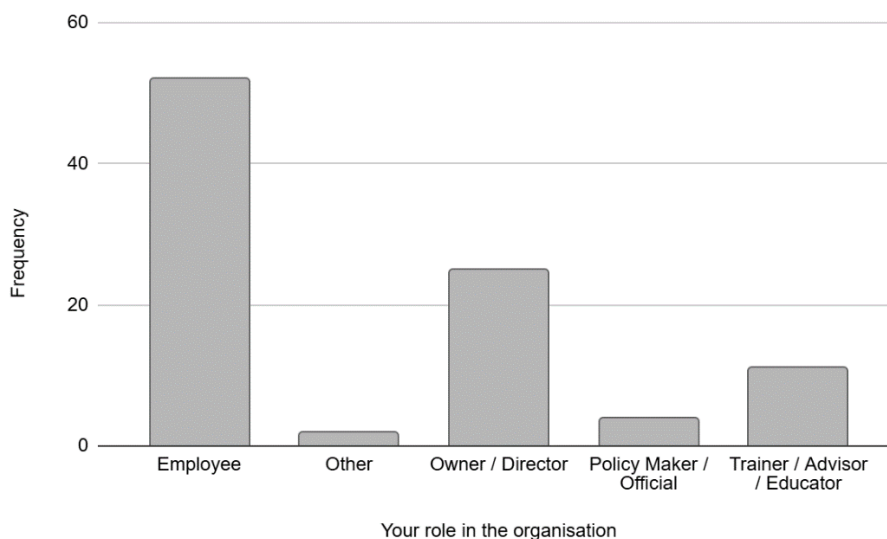
Your role in the organization:	
Valid	94
Missing	0

Table 9
Frequencies for Your role in the organization:

Your role in the organization:	Frequency	Percent	Valid Percent	Cumulative Percent
Employee	52	55.3	55.3	55.3
Other	2	2.1	2.1	57.4
Owner / Director	25	26.6	26.6	84.0
Policy Maker / Official	4	4.3	4.3	88.3
Trainer / Advisor / Educator	11	11.7	11.7	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 4
Respondents' role in the organisation



Note. CREDIT Survey data, 2025

Finally, participants worked in a wide range of economic sectors. The most represented fields were **services (28.7%)**, **education/training/research (16.0%)**, and **manufacturing/industry (16.0%)**, followed by **agriculture/food (11.7%)** and **other sectors (11.7%)**. Less represented but notable sectors include environmental activities (7.4%), the public sector (5.3%), and professional bodies (3.2%). This broad sectoral coverage ensures that the findings can inform green transition strategies across diverse industries.

Table 10
Descriptive Statistics

Sector of activity:	
Valid	94
Missing	0

Table 11
Frequencies for Sector of activity:

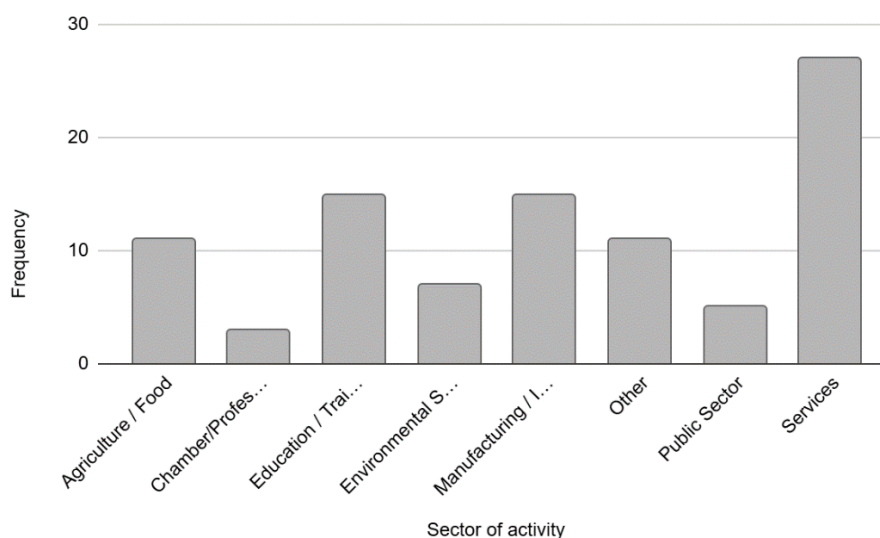
Sector of activity:	Frequency	Percent	Valid Percent	Cumulative Percent
Agriculture / Food	11	11.7	11.7	11.7
Chamber/Professional body	3	3.2	3.2	14.9
Education / Training / Research	15	16.0	16.0	30.9
Environmental Sector	7	7.4	7.4	38.3
Manufacturing / Industry	15	16.0	16.0	54.3
Other	11	11.7	11.7	66.0
Public Sector	5	5.3	5.3	71.3

Table 11
Frequencies for Sector of activity:

Sector of activity:	Frequency	Percent	Valid Percent	Cumulative Percent
Services	27	28.7	28.7	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 5
Organisations' sector of activity



Note. CREDIT Survey data, 2025

3.2 Current Green Practices and Barriers

3.2.1 Current Green Practices

Participants were asked to indicate which sustainability practices their organizations currently implement. Results show that the most common action across the sample is **recycling**, reported by **80.9%** of respondents. This indicates that basic waste management practices are relatively widespread across organizations involved in the study.

Beyond recycling, **energy-saving actions** are practiced by **62.8%**, followed by **promotion of green values and awareness campaigns (56.4%)**. These practices are relatively low-cost and primarily behavioral, suggesting that organizations tend to adopt measures that require limited infrastructure or investment.

More resource-intensive or structural practices, however, are less frequently implemented. **Digital transformation to reduce paper and waste** is practiced by only **47.9%**, while **eco-friendly material use** is reported by **43.6%**. This may reflect the financial or logistical challenges associated with altering production, procurement, or administrative systems.

Importantly, **green procurement (19.1%)** and **sustainable transport (16.0%)** show the lowest adoption rates. These practices generally require significant changes to supply chains and mobility systems, which may be more difficult for small and medium organizations, particularly those lacking dedicated sustainability budgets.

A small proportion (**3.2%**) reported not practicing any sustainability strategy, while **2.2%** mentioned other specific practices, including **reuse initiatives and policy support for green transitions among associated companies**.

Table 12
Descriptive Statistics

	B1: Recycling	B1: Energy saving actions	B1: Water saving or monitoring	B1: Digital transformation to reduce paper/waste	B1: Eco-friendly materials	B1: Green procurement	B1: Sustainable transport	B1: Promotion of green values	B1: None	B1: Other
Valid	94	94	94	94	94	94	94	94	94	94
Missing	0	0	0	0	0	0	0	0	0	0

Table 13
Frequencies for B1: Recycling

B1: Recycling	Frequency	Percent	Valid Percent	Cumulative Percent
0	18	19.1	19.1	19.1
Recycling	76	80.9	80.9	100.0
Missing	0	0.0		
Total	94	100.0		

Table 14
Frequencies for B1: Energy saving actions

B1: Energy saving actions	Frequency	Percent	Valid Percent	Cumulative Percent
0	35	37.2	37.2	37.2
Energy saving actions	59	62.8	62.8	100.0
Missing	0	0.0		
Total	94	100.0		

Table 15
Frequencies for B1: Water saving or monitoring

B1: Water saving or monitoring	Frequency	Percent	Valid Percent	Cumulative Percent
0	64	68.1	68.1	68.1
Water saving or monitoring	30	31.9	31.9	100.0
Missing	0	0.0		

Table 15

Frequencies for B1: Water saving or monitoring

B1: Water saving or monitoring	Frequency	Percent	Valid Percent	Cumulative Percent
Total	94	100.0		

Table 16

Frequencies for B1: Digital transformation to reduce paper/waste

B1: Digital transformation to reduce paper/waste	Frequency	Percent	Valid Percent	Cumulative Percent
0	49	52.1	52.1	52.1
Digital transformation to reduce paper/waste	45	47.9	47.9	100.0
Missing	0	0.0		
Total	94	100.0		

Table 17

Frequencies for B1: Eco-friendly materials

B1: Eco-friendly materials	Frequency	Percent	Valid Percent	Cumulative Percent
0	53	56.4	56.4	56.4
Eco-friendly materials	41	43.6	43.6	100.0
Missing	0	0.0		
Total	94	100.0		

Table 18

Frequencies for B1: Green procurement

B1:Green procurement	Frequency	Percent	Valid Percent	Cumulative Percent
0	76	80.9	80.9	80.9
Green procurement	18	19.1	19.1	100.0
Missing	0	0.0		
Total	94	100.0		

Table 19

Frequencies for B1: Sustainable transport

B1: Sustainable transport	Frequency	Percent	Valid Percent	Cumulative Percent
0	79	84.0	84.0	84.0
Sustainable transport	15	16.0	16.0	100.0
Missing	0	0.0		
Total	94	100.0		

Table 20

Frequencies for B1: Promotion of green values

B1: Promotion of green values	Frequency	Percent	Valid Percent	Cumulative Percent
0	41	43.6	43.6	43.6
Promotion of green values	53	56.4	56.4	100.0
Missing	0	0.0		
Total	94	100.0		

Table 21

Frequencies for B1: None

B1: None	Frequency	Percent	Valid Percent	Cumulative Percent
0	91	96.8	96.8	96.8
None	3	3.2	3.2	100.0
Missing	0	0.0		
Total	94	100.0		

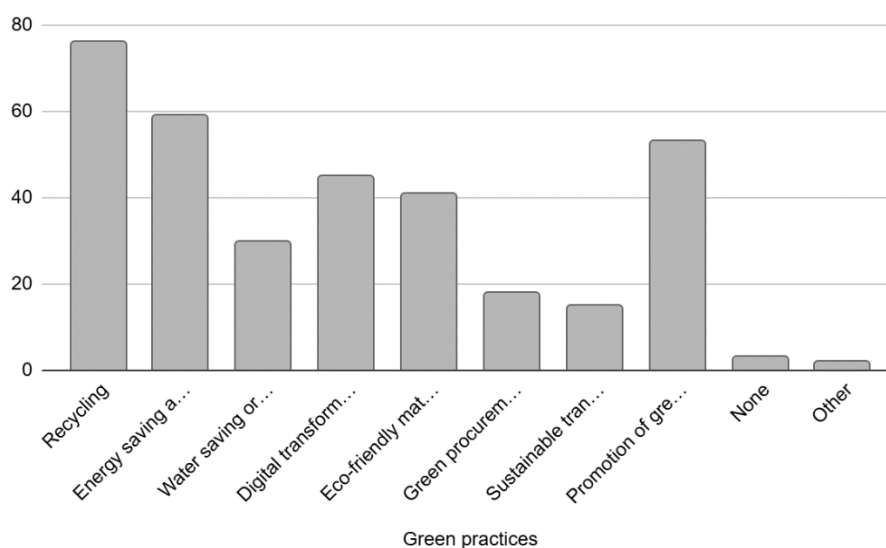
Table 22

Frequencies for B1: Other

B1: Other	Frequency	Percent	Valid Percent	Cumulative Percent
0	92	97.9	97.9	97.9
Policies and support for the green transition of our associated companies;	1	1.1	1.1	98.9
Reuse	1	1.1	1.1	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 6
Organisations' current green practices



Note. CREDIT Survey data, 2025

3.2.1.1 Country Differences in Green Practices

A series of chi-square tests were conducted to examine whether the implementation of green practices differed across organizations in **Greece, Italy, and Turkey**. The results show that certain sustainability practices vary substantially by country.

No significant cross-country differences were found for **recycling** ($\chi^2(2) = 3.49$, $p = .175$), **energy-saving actions** ($\chi^2(2) = 2.17$, $p = .338$), or **green procurement** ($\chi^2(2) = 2.41$, $p = .300$). These practices appear similarly adopted across countries, suggesting that basic or low-cost environmental actions are commonly implemented irrespective of national context.

However, noticeable differences emerged for practices requiring higher technological or strategic readiness. **Water-saving and monitoring systems** were significantly more common in Turkey than in Greece and Italy ($\chi^2(2) = 17.16$, $p < .001$). **Digital transformation to reduce paper waste** also differed significantly, with the highest adoption in Turkey ($\chi^2(2) = 15.81$, $p < .001$). Similarly, **eco-friendly material use** ($\chi^2(2) = 7.41$, $p = .025$), **sustainable transport policies** ($\chi^2(2) = 9.23$, $p = .010$), and **promotion of green organizational values** ($\chi^2(2) = 17.20$, $p < .001$) varied by country, again showing a stronger presence in Turkish organizations.

These findings suggest that organizations in Turkey report greater engagement in **structural and policy-oriented sustainability actions**, whereas Greece and Italy tend to focus on **behavioral or low-cost environmental practices**. This may relate to policy frameworks, market pressures, or sectoral composition of the surveyed organizations, indicating potential country-level differences in sustainability maturity.

Chi-Square Test 1: Country × Green Practices

Purpose

To see if organizations in Greece, Italy, and Turkey implement green practices differently.

Table 23
Contingency Tables

Country:		B1: Recycling		Total
		0	Recycling	
Greece	Count	8.00	22.00	30.00
	Expected count	5.74	24.26	30.00
	% within row	26.67 %	73.33 %	100.00 %
Italy	Count	7.00	24.00	31.00
	Expected count	5.94	25.06	31.00
	% within row	22.58 %	77.42 %	100.00 %
Turkey	Count	3.00	30.00	33.00
	Expected count	6.32	26.68	33.00
	% within row	9.09 %	90.91 %	100.00 %
Total	Count	18.00	76.00	94.00
	Expected count	18.00	76.00	94.00
	% within row	19.15 %	80.85 %	100.00 %

Table 24
Chi-Squared Tests

	Value	df	p
X ²	3.487	2	.175
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Country:		B1: Energy saving actions		Total
		0	Energy saving actions	
Greece	Count	13.00	17.00	30.00
	Expected count	11.17	18.83	30.00
	% within row	43.33 %	56.67 %	100.00 %
Italy	Count	13.00	18.00	31.00
	Expected count	11.54	19.46	31.00
	% within row	41.94 %	58.06 %	100.00 %
Turkey	Count	9.00	24.00	33.00
	Expected count	12.29	20.71	33.00
	% within row	27.27 %	72.73 %	100.00 %
Total	Count	35.00	59.00	94.00
	Expected count	35.00	59.00	94.00
	% within row	37.23 %	62.77 %	100.00 %

Table 25
Chi-Squared Tests

	Value	df	p
X ²	2.172	2	.338
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Country:		B1: Water saving or monitoring		Total
		0	Water saving or monitoring	
Greece	Count	27.00	3.00	30.00
	Expected count	20.43	9.57	30.00
	% within row	90.00 %	10.00 %	100.00 %
Italy	Count	23.00	8.00	31.00
	Expected count	21.11	9.89	31.00
	% within row	74.19 %	25.81 %	100.00 %
Turkey	Count	14.00	19.00	33.00
	Expected count	22.47	10.53	33.00
	% within row	42.42 %	57.58 %	100.00 %
Total	Count	64.00	30.00	94.00
	Expected count	64.00	30.00	94.00
	% within row	68.09 %	31.91 %	100.00 %

Table 26
Chi-Squared Tests

	Value	df	p
X ²	17.16	2	< .001
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Country:		B1: Digital transformation to reduce paper/waste		Total
		0	Digital transformation to reduce paper/waste	
Greece	Count	24.00	6.00	30.00
	Expected count	15.64	14.36	30.00
	% within row	80.00 %	20.00 %	100.00 %
Italy	Count	15.00	16.00	31.00
	Expected count	16.16	14.84	31.00
	% within row	48.39 %	51.61 %	100.00 %
Turkey	Count	10.00	23.00	33.00

Table 26
Chi-Squared Tests

	Value	df	p	
Total	Expected count	17.20	15.80	33.00
	% within row	30.30 %	69.70 %	100.00 %
	Count	49.00	45.00	94.00
	Expected count	49.00	45.00	94.00
	% within row	52.13 %	47.87 %	100.00 %

Table 27
Chi-Squared Tests

	Value	df	p
X ²	15.81	2	< .001
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Country:	B1: Eco-friendly materials		Total	
	0	Eco-friendly materials		
Greece	Count	22.00	8.00	30.00
	Expected count	16.91	13.09	30.00
	% within row	73.33 %	26.67 %	100.00 %
Italy	Count	18.00	13.00	31.00
	Expected count	17.48	13.52	31.00
	% within row	58.06 %	41.94 %	100.00 %
Turkey	Count	13.00	20.00	33.00
	Expected count	18.61	14.39	33.00
	% within row	39.39 %	60.61 %	100.00 %
Total	Count	53.00	41.00	94.00
	Expected count	53.00	41.00	94.00
	% within row	56.38 %	43.62 %	100.00 %

Table 28
Chi-Squared Tests

	Value	df	p
X ²	7.414	2	.025
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Table 28
Chi-Squared Tests

		Value	df	p	
		B1:Green procurement			
Country:		0	Green procurement	Total	
Greece	Count	27.00	3.00	30.00	
	Expected count	24.26	5.74	30.00	
	% within row	90.00 %	10.00 %	100.00 %	
Italy	Count	24.00	7.00	31.00	
	Expected count	25.06	5.94	31.00	
	% within row	77.42 %	22.58 %	100.00 %	
Turkey	Count	25.00	8.00	33.00	
	Expected count	26.68	6.32	33.00	
	% within row	75.76 %	24.24 %	100.00 %	
Total	Count	76.00	18.00	94.00	
	Expected count	76.00	18.00	94.00	
	% within row	80.85 %	19.15 %	100.00 %	

Table 29
Chi-Squared Tests

	Value	df	p
X ²	2.411	2	.300
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

		B1: Sustainable transport		Total
Country:		0	Sustainable transport	Total
Greece	Count	28.00	2.00	30.00
	Expected count	25.21	4.79	30.00
	% within row	93.33 %	6.67 %	100.00 %
Italy	Count	21.00	10.00	31.00
	Expected count	26.05	4.95	31.00
	% within row	67.74 %	32.26 %	100.00 %
Turkey	Count	30.00	3.00	33.00
	Expected count	27.73	5.27	33.00
	% within row	90.91 %	9.09 %	100.00 %
Total	Count	79.00	15.00	94.00
	Expected count	79.00	15.00	94.00
	% within row	84.04 %	15.96 %	100.00 %

Table 30
Chi-Squared Tests

	Value	df	p
X ²	9.233	2	.010
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Country:		B1: Promotion of green values		Total
		0	Promotion of green values	
Greece	Count	21.00	9.00	30.00
	Expected count	13.09	16.91	30.00
	% within row	70.00 %	30.00 %	100.00 %
Italy	Count	14.00	17.00	31.00
	Expected count	13.52	17.48	31.00
	% within row	45.16 %	54.84 %	100.00 %
Turkey	Count	6.00	27.00	33.00
	Expected count	14.39	18.61	33.00
	% within row	18.18 %	81.82 %	100.00 %
Total	Count	41.00	53.00	94.00
	Expected count	41.00	53.00	94.00
	% within row	43.62 %	56.38 %	100.00 %

Table 31
Chi-Squared Tests

	Value	df	p
X ²	17.20	2	< .001
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Country:		B1: None		Total
		0	None	
Greece	Count	29.00	1.00	30.00
	Expected count	29.04	0.96	30.00
	% within row	96.67 %	3.33 %	100.00 %
Italy	Count	29.00	2.00	31.00
	Expected count	30.01	0.99	31.00
	% within row	93.55 %	6.45 %	100.00 %
Turkey	Count	33.00	0.00	33.00
	Expected count	31.95	1.05	33.00
	% within row	100.00 %	0.00 %	100.00 %
Total	Count	91.00	3.00	94.00

Table 31
Chi-Squared Tests

	Value	df	p	
Expected count	91.00	3.00	94.00	
% within row	96.81 %	3.19 %	100.00 %	

Table 32
Chi-Squared Tests

	Value	df	p
X ²	2.156	2	.340
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Country:		B1: Other			
		0	Policies and support for the green transition of our associated companies;	Reuse	Total
Greece	Count	30.00	0.00	0.00	30.00
	Expected count	29.36	0.32	0.32	30.00
	% within row	100.00 %	0.00 %	0.00 %	100.00 %
Italy	Count	29.00	1.00	1.00	31.00
	Expected count	30.34	0.33	0.33	31.00
	% within row	93.55 %	3.23 %	3.23 %	100.00 %
Turkey	Count	33.00	0.00	0.00	33.00
	Expected count	32.30	0.35	0.35	33.00
	% within row	100.00 %	0.00 %	0.00 %	100.00 %
Total	Count	92.00	1.00	1.00	94.00
	Expected count	92.00	1.00	1.00	94.00
	% within row	97.87 %	1.06 %	1.06 %	100.00 %

Table 33
Chi-Squared Tests

	Value	df	p
X ²	4.153	4	.386
N	94		

Note. Continuity correction is available only for 2x2 tables.

3.2.1.2 Differences in Green Practices by Organization Size

A set of chi-square tests was performed to examine whether the adoption of sustainability practices varies by organization size (micro-, small-, medium-, large organizations and public institutions). Results show **no statistically significant differences** in most reported practices. In particular, common measures such as **recycling** ($\chi^2(4) = 2.28$, $p = .685$), **energy-saving actions** ($\chi^2(4) = 2.10$, $p = .718$), **water-saving systems** ($\chi^2(4) = .91$, $p = .923$), and **promotion of green values** ($\chi^2(4) = 6.46$, $p = .167$) were equally likely to be applied across all organization sizes.

The only practice showing a statistically significant size-based difference was **green procurement**, with larger and medium enterprises reporting higher adoption compared to micro-enterprises ($\chi^2(4) = 11.20$, $p = .024$). This aligns with literature showing that sustainable purchasing often requires allocated budgets, supplier criteria, and specialized management, which smaller organizations may lack.

Digital transformation practices, although not statistically significant, showed a **near-significant trend** ($\chi^2(4) = 8.89$, $p = .064$), with public institutions and large organizations appearing more active in adopting paperless systems compared to smaller enterprises. This may reflect access to structured administrative processes and digital tools that micro and small companies cannot easily invest in.

Overall, these findings suggest that **organization size is not a major determinant of general sustainability practices**, except when actions involve **procurement costs or structural changes**, which are more feasible for larger organizations and public entities.

Chi-Square Test 2: Organization Size × Green Practices Score

Purpose

See whether micro vs small/medium/large organizations differ in green behaviour.

Table 34
Contingency Tables

Type and size of your organization:		B1: Recycling		
		0	Recycling	Total
Large enterprise (250+)	Count	1.00	7.00	8.00
	Expected count	1.53	6.47	8.00
	% within row	12.50 %	87.50 %	100.00 %
Medium enterprise (50–249)	Count	2.00	14.00	16.00
	Expected count	3.06	12.94	16.00
	% within row	12.50 %	87.50 %	100.00 %
Micro-enterprise (0–9 employees)	Count	8.00	25.00	33.00
	Expected count	6.32	26.68	33.00
	% within row	24.24 %	75.76 %	100.00 %
Public Institution	Count	2.00	15.00	17.00
	Expected count	3.26	13.74	17.00

Table 34
Contingency Tables

Type and size of your organization:		B1: Recycling		
		0	Recycling	Total
Small enterprise (10–49)	% within row	11.76 %	88.24 %	100.00 %
	Count	5.00	15.00	20.00
	Expected count	3.83	16.17	20.00
	% within row	25.00 %	75.00 %	100.00 %
Total	Count	18.00	76.00	94.00
	Expected count	18.00	76.00	94.00
	% within row	19.15 %	80.85 %	100.00 %

Table 35
Chi-Squared Tests

	Value	df	p
X ²	2.279	4	.685
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Type and size of your organization:		B1: Energy saving actions		
		0	Energy saving actions	Total
Large enterprise (250+)	Count	2.00	6.00	8.00
	Expected count	2.98	5.02	8.00
	% within row	25.00 %	75.00 %	100.00 %
Medium enterprise (50–249)	Count	4.00	12.00	16.00
	Expected count	5.96	10.04	16.00
	% within row	25.00 %	75.00 %	100.00 %
Micro-enterprise employees (0–9)	Count	14.00	19.00	33.00
	Expected count	12.29	20.71	33.00
	% within row	42.42 %	57.58 %	100.00 %
Public Institution	Count	7.00	10.00	17.00
	Expected count	6.33	10.67	17.00
	% within row	41.18 %	58.82 %	100.00 %
Small enterprise (10–49)	Count	8.00	12.00	20.00
	Expected count	7.45	12.55	20.00
	% within row	40.00 %	60.00 %	100.00 %
Total	Count	35.00	59.00	94.00
	Expected count	35.00	59.00	94.00
	% within row	37.23 %	62.77 %	100.00 %

Table 36
Chi-Squared Tests

	Value	df	p
X ²	2.096	4	.718
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Type and size of your organization:		B1: Water saving or monitoring		
		0	Water saving or monitoring	Total
Large enterprise (250+)	Count	6.00	2.00	8.00
	Expected count	5.45	2.55	8.00
	% within row	75.00 %	25.00 %	100.00 %
Medium enterprise (50–249)	Count	10.00	6.00	16.00
	Expected count	10.89	5.11	16.00
	% within row	62.50 %	37.50 %	100.00 %
Micro-enterprise (0–9 employees)	Count	24.00	9.00	33.00
	Expected count	22.47	10.53	33.00
	% within row	72.73 %	27.27 %	100.00 %
Public Institution	Count	11.00	6.00	17.00
	Expected count	11.57	5.43	17.00
	% within row	64.71 %	35.29 %	100.00 %
Small enterprise (10–49)	Count	13.00	7.00	20.00
	Expected count	13.62	6.38	20.00
	% within row	65.00 %	35.00 %	100.00 %
Total	Count	64.00	30.00	94.00
	Expected count	64.00	30.00	94.00
	% within row	68.09 %	31.91 %	100.00 %

Table 37
Chi-Squared Tests

	Value	df	p
X ²	0.910	4	.923
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Type and size of your organization:		B1: Digital transformation to reduce paper/waste		
		0	Digital transformation to reduce paper/waste	Total
Large enterprise (250+)	Count	2.00	6.00	8.00
	Expected count	4.17	3.83	8.00

Table 37
Chi-Squared Tests

	Value	df	p		
Medium enterprise (50–249)	% within row		25.00 %	75.00 %	100.00 %
	Count	9.00	7.00	16.00	
	Expected count	8.34	7.66	16.00	
Micro-enterprise (0–9 employees)	% within row		56.25 %	43.75 %	100.00 %
	Count	23.00	10.00	33.00	
	Expected count	17.20	15.80	33.00	
Public Institution	% within row		69.70 %	30.30 %	100.00 %
	Count	6.00	11.00	17.00	
	Expected count	8.86	8.14	17.00	
Small enterprise (10–49)	% within row		35.29 %	64.71 %	100.00 %
	Count	9.00	11.00	20.00	
	Expected count	10.43	9.57	20.00	
Total	% within row		45.00 %	55.00 %	100.00 %
	Count	49.00	45.00	94.00	
	Expected count	49.00	45.00	94.00	
	% within row		52.13 %	47.87 %	100.00 %

Table 38
Chi-Squared Tests

	Value	df	p
X ²	8.888	4	.064
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Type and size of your organization:	B1: Eco-friendly materials			
	0	Eco-friendly materials	Total	
Large enterprise (250+)	Count	5.00	3.00	8.00
	Expected count	4.51	3.49	8.00
	% within row	62.50 %	37.50 %	100.00 %
Medium enterprise (50–249)	Count	8.00	8.00	16.00
	Expected count	9.02	6.98	16.00



Table 38
Chi-Squared Tests

Value		df	p		
		% within row	50.00 %	50.00 %	100.00 %
Micro-enterprise employees) (0–9	Count	17.00	16.00	33.00	
	Expected count	18.61	14.39	33.00	
	% within row	51.52 %	48.48 %	100.00 %	
Public Institution	Count	13.00	4.00	17.00	
	Expected count	9.59	7.41	17.00	
	% within row	76.47 %	23.53 %	100.00 %	
Small enterprise (10–49)	Count	10.00	10.00	20.00	
	Expected count	11.28	8.72	20.00	
	% within row	50.00 %	50.00 %	100.00 %	
Total	Count	53.00	41.00	94.00	
	Expected count	53.00	41.00	94.00	
	% within row	56.38 %	43.62 %	100.00 %	

Table 39
Chi-Squared Tests

	Value	df	p
X ²	3.825	4	.430
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Type and size of your organization:		B1:Green procurement		
		0	Green procurement	Total
Large enterprise (250+)	Count	5.00	3.00	8.00
	Expected count	6.47	1.53	8.00
	% within row	62.50 %	37.50 %	100.00 %
Medium enterprise (50–249)	Count	9.00	7.00	16.00
	Expected count	12.94	3.06	16.00
	% within row	56.25 %	43.75 %	100.00 %
Micro-enterprise employees) (0–9	Count	29.00	4.00	33.00
	Expected count	26.68	6.32	33.00
	% within row	87.88 %	12.12 %	100.00 %
Public Institution	Count	16.00	1.00	17.00
	Expected count	13.74	3.26	17.00
	% within row	94.12 %	5.88 %	100.00 %
Small enterprise (10–49)	Count	17.00	3.00	20.00
	Expected count	16.17	3.83	20.00
	% within row	85.00 %	15.00 %	100.00 %

Table 39
Chi-Squared Tests

	Value	df	p		
Total	Count	76.00	18.00	94.00	
	Expected count	76.00	18.00	94.00	
	% within row	80.85 %	19.15 %	100.00 %	

Table 40
Chi-Squared Tests

	Value	df	p
X ²	11.20	4	.024
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Type and size of your organization:	B1: Sustainable transport			
	0	Sustainable transport	Total	
Large enterprise (250+)	Count	6.00	2.00	8.00
	Expected count	6.72	1.28	8.00
	% within row	75.00 %	25.00 %	100.00 %
Medium enterprise (50–249)	Count	11.00	5.00	16.00
	Expected count	13.45	2.55	16.00
	% within row	68.75 %	31.25 %	100.00 %
Micro-enterprise employees (0–9)	Count	30.00	3.00	33.00
	Expected count	27.73	5.27	33.00
	% within row	90.91 %	9.09 %	100.00 %
Public Institution	Count	14.00	3.00	17.00
	Expected count	14.29	2.71	17.00
	% within row	82.35 %	17.65 %	100.00 %
Small enterprise (10–49)	Count	18.00	2.00	20.00
	Expected count	16.81	3.19	20.00
	% within row	90.00 %	10.00 %	100.00 %
Total	Count	79.00	15.00	94.00
	Expected count	79.00	15.00	94.00
	% within row	84.04 %	15.96 %	100.00 %

Table 41
Chi-Squared Tests

	Value	df	p
X ²	5.004	4	.287
N	94		

Table 41
Chi-Squared Tests

Value	df	p
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Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Type and size of your organization:		B1: Promotion of green values		Total
		0	Promotion of green values	
Large enterprise (250+)	Count	2.00	6.00	8.00
	Expected count	3.49	4.51	8.00
	% within row	25.00 %	75.00 %	100.00 %
Medium enterprise (50–249)	Count	5.00	11.00	16.00
	Expected count	6.98	9.02	16.00
	% within row	31.25 %	68.75 %	100.00 %
Micro-enterprise (0–9 employees)	Count	19.00	14.00	33.00
	Expected count	14.39	18.61	33.00
	% within row	57.58 %	42.42 %	100.00 %
Public Institution	Count	5.00	12.00	17.00
	Expected count	7.41	9.59	17.00
	% within row	29.41 %	70.59 %	100.00 %
Small enterprise (10–49)	Count	10.00	10.00	20.00
	Expected count	8.72	11.28	20.00
	% within row	50.00 %	50.00 %	100.00 %
Total	Count	41.00	53.00	94.00
	Expected count	41.00	53.00	94.00
	% within row	43.62 %	56.38 %	100.00 %

Table 42
Chi-Squared Tests

Value	df	p
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X ²	6.463	4	.167
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N	94
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Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Type and size of your organization:		B1: None		Total
		0	None	
Large enterprise (250+)	Count	8.00	0.00	8.00
	Expected count	7.74	0.26	8.00
	% within row	100.00 %	0.00 %	100.00 %
Medium enterprise (50–249)	Count	15.00	1.00	16.00
	Expected count	15.49	0.51	16.00
	% within row	93.75 %	6.25 %	100.00 %

Table 42
Chi-Squared Tests

Value	df	p		
Micro-enterprise (0–9 employees)	Count	31.00	2.00	33.00
	Expected count	31.95	1.05	33.00
	% within row	93.94 %	6.06 %	100.00 %
Public Institution	Count	17.00	0.00	17.00
	Expected count	16.46	0.54	17.00
	% within row	100.00 %	0.00 %	100.00 %
Small enterprise (10–49)	Count	20.00	0.00	20.00
	Expected count	19.36	0.64	20.00
	% within row	100.00 %	0.00 %	100.00 %
Total	Count	91.00	3.00	94.00
	Expected count	91.00	3.00	94.00
	% within row	96.81 %	3.19 %	100.00 %

Table 43
Chi-Squared Tests

	Value	df	p
X ²	2.847	4	.584
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Type and size of your organization:	B1: Other			
	0	Policies and support for the green transition of our associated companies;	Reuse	Total
Large enterprise (250+)	Count	8.00	0.00	8.00
	Expected count	7.83	0.09	8.00
	% within row	100.00 %	0.00 %	100.00 %
Medium enterprise (50–249)	Count	16.00	0.00	16.00
	Expected count	15.66	0.17	16.00
	% within row	100.00 %	0.00 %	100.00 %
Micro-enterprise (0–9 employees)	Count	33.00	0.00	33.00
	Expected count	32.30	0.35	33.00
	% within row	100.00 %	0.00 %	100.00 %
Public Institution	Count	17.00	0.00	17.00
	Expected count	16.64	0.18	17.00

Table 43
Chi-Squared Tests

	Value	df	p		
	% within row	100.00 %	0.00 %	0.00 %	100.00 %
Small enterprise (10–49)	Count	18.00	1.00	1.00	20.00
	Expected count	19.57	0.21	0.21	20.00
	% within row	90.00 %	5.00 %	5.00 %	100.00 %
Total	Count	92.00	1.00	1.00	94.00
	Expected count	92.00	1.00	1.00	94.00
	% within row	97.87 %	1.06 %	1.06 %	100.00 %

Table 44
Chi-Squared Tests

	Value	df	p
X ²	7.561	8	.477
N	94		

Note. Continuity correction is available only for 2x2 tables.

3.2.2 Barriers to Green Practices

Participants were also asked to indicate which factors hinder the implementation of sustainability initiatives in their organizations. The most frequently reported barrier is **high cost**, cited by **59.6%** of respondents. This highlights the financial constraints that organizations—particularly smaller entities—face when trying to adopt environmentally responsible actions that require investment in new systems, tools, or materials.

The **lack of incentives** was identified by **51.1%** of respondents, suggesting that organizations may not perceive sufficient external motivation or policy-driven support to justify green investments. This is consistent with findings in European small business research, where financial and regulatory incentives are often key drivers of sustainability adoption.

Knowledge and awareness barriers are also prominent. **Lack of knowledge** was reported by **36.2%**, while **low staff engagement** was noted by **31.9%**. These results imply that although sustainability is increasingly recognized in business discourse, many organizations still lack the technical understanding or employee motivation necessary to translate awareness into action.

More operational constraints, such as **technical complexity (24.5%)** and **lack of time (22.3%)**, were cited less frequently, but still represent practical challenges that can slow down or complicate implementation processes, particularly in smaller organizations with limited staff capacity.

Only 4.3% of respondents provided additional open comments, which included reasons such as **centralized directives**, **early organizational development**, and **uncertainty about green requirements**, indicating that contextual and structural issues may affect a minority of organizations.

Table 45
Descriptive Statistics

	B2: Lack of knowledge	B2: High cost	B2: Low staff engagement	B2: Lack of time	B2: Lack of incentives	B2: Technical complexity	B2: Other
Valid	34	56	30	21	48	23	4
Missing	60	38	64	73	46	71	90

Table 46
Frequencies for B2: Lack of knowledge

B2: Lack of knowledge	Frequency	Percent	Valid Percent	Cumulative Percent
Lack of knowledge	34	36.2	100.0	100.0
Missing	60	63.8		
Total	94	100.0		

Table 47
Frequencies for B2: High cost

B2: High cost	Frequency	Percent	Valid Percent	Cumulative Percent
High cost	56	59.6	100.0	100.0
Missing	38	40.4		
Total	94	100.0		

Table 48
Frequencies for B2: Low staff engagement

B2: Low staff engagement	Frequency	Percent	Valid Percent	Cumulative Percent
Low staff engagement	30	31.9	100.0	100.0
Missing	64	68.1		
Total	94	100.0		

Table 49
Frequencies for B2: Lack of time

B2: Lack of time	Frequency	Percent	Valid Percent	Cumulative Percent
Lack of time	21	22.3	100.0	100.0
Missing	73	77.7		
Total	94	100.0		

Table 50
Frequencies for B2: Lack of incentives

B2: Lack of incentives	Frequency	Percent	Valid Percent	Cumulative Percent
Lack of incentives	48	51.1	100.0	100.0
Missing	46	48.9		
Total	94	100.0		

Table 51
Frequencies for B2: Technical complexity

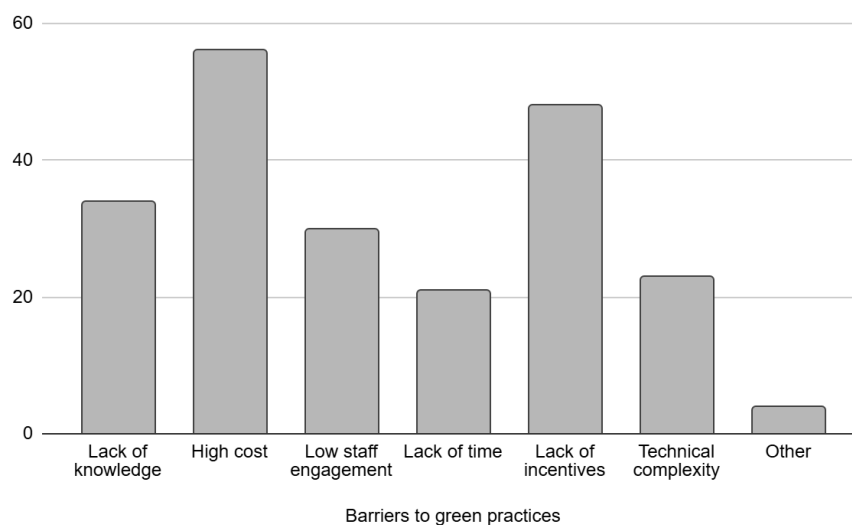
B2: Technical complexity	Frequency	Percent	Valid Percent	Cumulative Percent
Technical complexity	23	24.5	100.0	100.0
Missing	71	75.5		
Total	94	100.0		

Table 52
Frequencies for B2: Other

B2: Other	Frequency	Percent	Valid Percent	Cumulative Percent
Centralization of directives	1	1.1	25.0	25.0
I don't know	1	1.1	25.0	50.0
Organization still young;	1	1.1	25.0	75.0
yasal uygulama	1	1.1	25.0	100.0
Missing	90	95.7		
Total	94	100.0		

Distribution Plots

Figure 7
Organisations' barriers to green practices



Note. CREDIT Survey data, 2025

3.2.2.1 Sector Differences in Barriers to Green Practices

A set of chi-square analyses was conducted to determine whether the type of economic sector influences the barriers organizations face when attempting to adopt sustainability practices. Overall, **no statistically significant differences emerged across sectors** for any reported barrier, including **lack of knowledge** ($\chi^2(7) = 11.67$, $p = .112$), **high cost** ($\chi^2(7) = 10.21$, $p = .177$), **low staff engagement** ($\chi^2(7) = 4.79$, $p = .685$), **lack of time** ($\chi^2(7) = 7.47$, $p = .382$), **lack of incentives** ($\chi^2(7) = 2.25$, $p = .945$), or **technical complexity** ($\chi^2(7) = 3.46$, $p = .839$).

Although several sectors showed descriptive differences—for example, public bodies reported a relatively higher frequency of **lack of knowledge**, and manufacturing and services were more likely to report **high costs** and **low engagement**—none of these patterns reached statistical significance. This indicates that **barriers to sustainability adoption are widely shared across sectors**, rather than being sector-specific challenges.

These findings suggest that training programs and policy support should **not be limited to specific sectors**, as all industries are experiencing similar obstacles. Instead, cross-sector approaches that address **funding, knowledge-building, and incentive mechanisms** are likely to be more impactful. This supports the CREDIT project’s cross-sector training strategy, which focuses on generalizable skills for sustainability across adults in business and education.

Chi-Square Test 3: Sector × Barriers

Purpose

To identify whether different sectors face different barriers.

Table 53
Contingency Tables

Sector of activity:		B2: Lack of knowledge			
		0	Lack of knowledge	of	Total
Agriculture / Food	Count	7.00	4.00		11.00
	Expected count	7.02	3.98		11.00
	% within row	63.64 %	36.36 %		100.00 %
Chamber/Professional body	Count	0.00	3.00		3.00
	Expected count	1.91	1.09		3.00
	% within row	0.00 %	100.00 %		100.00 %
Education / Training / Research	Count	9.00	6.00		15.00
	Expected count	9.57	5.43		15.00
	% within row	60.00 %	40.00 %		100.00 %
Environmental Sector	Count	6.00	1.00		7.00
	Expected count	4.47	2.53		7.00
	% within row	85.71 %	14.29 %		100.00 %

Table 53
Contingency Tables

Sector of activity:		B2: Lack of knowledge		Total
		0	Lack of knowledge	
Manufacturing / Industry	Count	9.00	6.00	15.00
	Expected count	9.57	5.43	15.00
	% within row	60.00 %	40.00 %	100.00 %
Other	Count	10.00	1.00	11.00
	Expected count	7.02	3.98	11.00
	% within row	90.91 %	9.09 %	100.00 %
Public Sector	Count	2.00	3.00	5.00
	Expected count	3.19	1.81	5.00
	% within row	40.00 %	60.00 %	100.00 %
Services	Count	17.00	10.00	27.00
	Expected count	17.23	9.77	27.00
	% within row	62.96 %	37.04 %	100.00 %
Total	Count	60.00	34.00	94.00
	Expected count	60.00	34.00	94.00
	% within row	63.83 %	36.17 %	100.00 %

Table 54
Chi-Squared Tests

	Value	df	p
X ²	11.67	7	.112
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Sector of activity:		B2: High cost		Total
		0	High cost	
Agriculture / Food	Count	2.00	9.00	11.00
	Expected count	4.45	6.55	11.00
	% within row	18.18 %	81.82 %	100.00 %
Chamber/Professional body	Count	2.00	1.00	3.00
	Expected count	1.21	1.79	3.00
	% within row	66.67 %	33.33 %	100.00 %
Education / Training / Research	Count	8.00	7.00	15.00
	Expected count	6.06	8.94	15.00
	% within row	53.33 %	46.67 %	100.00 %

Table 54
Chi-Squared Tests

Value	df	p		
Environmental Sector	Count	2.00	5.00	7.00
	Expected count	2.83	4.17	7.00
	% within row	28.57 %	71.43 %	100.00 %
Manufacturing / Industry	Count	5.00	10.00	15.00
	Expected count	6.06	8.94	15.00
	% within row	33.33 %	66.67 %	100.00 %
Other	Count	8.00	3.00	11.00
	Expected count	4.45	6.55	11.00
	% within row	72.73 %	27.27 %	100.00 %
Public Sector	Count	2.00	3.00	5.00
	Expected count	2.02	2.98	5.00
	% within row	40.00 %	60.00 %	100.00 %
Services	Count	9.00	18.00	27.00
	Expected count	10.91	16.09	27.00
	% within row	33.33 %	66.67 %	100.00 %
Total	Count	38.00	56.00	94.00
	Expected count	38.00	56.00	94.00
	% within row	40.43 %	59.57 %	100.00 %

Table 55
Chi-Squared Tests

Value	df	p	
X ²	10.21	7	.177
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Sector of activity:		B2: Low staff engagement		Total
		0	Low engagement staff	
Agriculture / Food	Count	9.00	2.00	11.00
	Expected count	7.49	3.51	11.00
	% within row	81.82 %	18.18 %	100.00 %
Chamber/Professional body	Count	2.00	1.00	3.00
	Expected count	2.04	0.96	3.00
	% within row	66.67 %	33.33 %	100.00 %
Education / Training / Research	Count	12.00	3.00	15.00
	Expected count	10.21	4.79	15.00
	% within row	80.00 %	20.00 %	100.00 %
Environmental Sector	Count	6.00	1.00	7.00
	Expected count	4.77	2.23	7.00

Table 55
Chi-Squared Tests

Value	df	p		
	% within row	85.71 %	14.29 %	100.00 %
Manufacturing / Industry	Count	9.00	6.00	15.00
	Expected count	10.21	4.79	15.00
	% within row	60.00 %	40.00 %	100.00 %
Other	Count	6.00	5.00	11.00
	Expected count	7.49	3.51	11.00
	% within row	54.55 %	45.45 %	100.00 %
Public Sector	Count	3.00	2.00	5.00
	Expected count	3.40	1.60	5.00
	% within row	60.00 %	40.00 %	100.00 %
Services	Count	17.00	10.00	27.00
	Expected count	18.38	8.62	27.00
	% within row	62.96 %	37.04 %	100.00 %
Total	Count	64.00	30.00	94.00
	Expected count	64.00	30.00	94.00
	% within row	68.09 %	31.91 %	100.00 %

Table 56
Chi-Squared Tests

Value	df	p	
X ²	4.794	7	.685
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Sector of activity:	B2: Lack of time			Total
	0	Lack of time	of	
Agriculture / Food	Count	10.00	1.00	11.00
	Expected count	8.54	2.46	11.00
	% within row	90.91 %	9.09 %	100.00 %
Chamber/Professional body	Count	2.00	1.00	3.00
	Expected count	2.33	0.67	3.00
	% within row	66.67 %	33.33 %	100.00 %
Education / Training / Research	Count	11.00	4.00	15.00
	Expected count	11.65	3.35	15.00
	% within row	73.33 %	26.67 %	100.00 %
Environmental Sector	Count	3.00	4.00	7.00
	Expected count	5.44	1.56	7.00
	% within row	42.86 %	57.14 %	100.00 %
Manufacturing / Industry	Count	13.00	2.00	15.00

Table 56
Chi-Squared Tests

	Value	df	p	
	Expected count	11.65	3.35	15.00
	% within row	86.67 %	13.33 %	100.00 %
	Count	8.00	3.00	11.00
Other	Expected count	8.54	2.46	11.00
	% within row	72.73 %	27.27 %	100.00 %
	Count	4.00	1.00	5.00
Public Sector	Expected count	3.88	1.12	5.00
	% within row	80.00 %	20.00 %	100.00 %
	Count	22.00	5.00	27.00
Services	Expected count	20.97	6.03	27.00
	% within row	81.48 %	18.52 %	100.00 %
	Count	73.00	21.00	94.00
Total	Expected count	73.00	21.00	94.00
	% within row	77.66 %	22.34 %	100.00 %

Table 57
Chi-Squared Tests

	Value	df	p
X ²	7.469	7	.382
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Sector of activity:	B2: Lack of incentives			Total
	0	Lack incentives	of	
Agriculture / Food	Count	5.00	6.00	11.00
	Expected count	5.38	5.62	11.00
	% within row	45.45 %	54.55 %	100.00 %
Chamber/Professional body	Count	1.00	2.00	3.00
	Expected count	1.47	1.53	3.00
	% within row	33.33 %	66.67 %	100.00 %
Education / Training / Research	Count	8.00	7.00	15.00
	Expected count	7.34	7.66	15.00
	% within row	53.33 %	46.67 %	100.00 %
Environmental Sector	Count	3.00	4.00	7.00
	Expected count	3.43	3.57	7.00
	% within row	42.86 %	57.14 %	100.00 %
Manufacturing / Industry	Count	6.00	9.00	15.00
	Expected count	7.34	7.66	15.00
	% within row	40.00 %	60.00 %	100.00 %

Table 57
Chi-Squared Tests

	Value	df	p		
Other	Count	7.00	4.00	11.00	
	Expected count	5.38	5.62	11.00	
	% within row	63.64 %	36.36 %	100.00 %	
Public Sector	Count	2.00	3.00	5.00	
	Expected count	2.45	2.55	5.00	
	% within row	40.00 %	60.00 %	100.00 %	
Services	Count	14.00	13.00	27.00	
	Expected count	13.21	13.79	27.00	
	% within row	51.85 %	48.15 %	100.00 %	
Total	Count	46.00	48.00	94.00	
	Expected count	46.00	48.00	94.00	
	% within row	48.94 %	51.06 %	100.00 %	

Table 58
Chi-Squared Tests

	Value	df	p
X ²	2.247	7	.945
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Sector of activity:		B2: Technical complexity		Total
		0	Technical complexity	
Agriculture / Food	Count	9.00	2.00	11.00
	Expected count	8.31	2.69	11.00
	% within row	81.82 %	18.18 %	100.00 %
Chamber/Professional body	Count	2.00	1.00	3.00
	Expected count	2.27	0.73	3.00
	% within row	66.67 %	33.33 %	100.00 %
Education / Training / Research	Count	13.00	2.00	15.00
	Expected count	11.33	3.67	15.00
	% within row	86.67 %	13.33 %	100.00 %
Environmental Sector	Count	4.00	3.00	7.00
	Expected count	5.29	1.71	7.00
	% within row	57.14 %	42.86 %	100.00 %
Manufacturing / Industry	Count	10.00	5.00	15.00
	Expected count	11.33	3.67	15.00
	% within row	66.67 %	33.33 %	100.00 %
Other	Count	8.00	3.00	11.00
	Expected count	8.31	2.69	11.00

Table 58
Chi-Squared Tests

	Value	df	p		
		% within row	72.73 %	27.27 %	100.00 %
Public Sector	Count	4.00	1.00	5.00	
	Expected count	3.78	1.22	5.00	
	% within row	80.00 %	20.00 %	100.00 %	
Services	Count	21.00	6.00	27.00	
	Expected count	20.39	6.61	27.00	
	% within row	77.78 %	22.22 %	100.00 %	
Total	Count	71.00	23.00	94.00	
	Expected count	71.00	23.00	94.00	
	% within row	75.53 %	24.47 %	100.00 %	

Table 59
Chi-Squared Tests

	Value	df	p
X ²	3.462	7	.839
N	94		

Note. Continuity correction is available only for 2x2 tables.

3.2.2.2 Country Differences in Barriers

Regarding barriers to implementing green practices, respondents most frequently reported **high cost (59.6%)**, **lack of incentives (51.1%)**, and **low staff engagement (31.9%)**, followed by **lack of knowledge (36.2%)**, **technical complexity (24.5%)**, and **lack of time (22.3%)**. These findings suggest that organizations struggle not only with financial constraints but also with the internal motivation, expertise and time required to adopt sustainable practices.

To examine whether these challenges vary across the three participating countries (Greece, Italy, Turkey), chi-square tests were conducted for each barrier type.

- **Lack of knowledge** showed a statistically significant association with country, $\chi^2(2, N = 94) = 6.16, p = .046$.

Italian organizations reported significantly **lower knowledge barriers (19.4%)** compared with Greece (40%) and Turkey (48.5%). This suggests that organizations in Italy may be more familiar or trained regarding sustainability issues.

- **High cost** approached significance, $\chi^2(2, N = 94) = 5.95, p = .051$, with Turkish organizations reporting much higher cost concerns (75.8%) than Greece (46.7%) and Italy (54.8%). Although not statistically significant at $p < .05$, the trend may indicate financial constraints or limited funding access in Turkey.

- The remaining barriers — **low staff engagement, lack of time, lack of incentives, and technical complexity** — did not differ significantly by country ($p > .10$).

These challenges therefore appear to be **common across Greece, Italy and Turkey**, reflecting broad organizational difficulties in mobilizing personnel, securing time and incentives, and dealing with technical issues.

Chi-Square Test 4: Country × Barriers

Table 60
Contingency Tables

Country:		B2: Lack of knowledge		Total
		0	Lack of knowledge	
Greece	Count	18.00	12.00	30.00
	Expected count	19.15	10.85	30.00
	% within row	60.00 %	40.00 %	100.00 %
Italy	Count	25.00	6.00	31.00
	Expected count	19.79	11.21	31.00
	% within row	80.65 %	19.35 %	100.00 %
Turkey	Count	17.00	16.00	33.00
	Expected count	21.06	11.94	33.00
	% within row	51.52 %	48.48 %	100.00 %
Total	Count	60.00	34.00	94.00
	Expected count	60.00	34.00	94.00
	% within row	63.83 %	36.17 %	100.00 %

Table 61
Chi-Squared Tests

	Value	df	p
X ²	6.155	2	.046
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Country:		B2: High cost		Total
		0	High cost	
Greece	Count	16.00	14.00	30.00
	Expected count	12.13	17.87	30.00
	% within row	53.33 %	46.67 %	100.00 %
Italy	Count	14.00	17.00	31.00
	Expected count	12.53	18.47	31.00
	% within row	45.16 %	54.84 %	100.00 %
Turkey	Count	8.00	25.00	33.00

Table 61
Chi-Squared Tests

	Value	df	p	
Total	Expected count	13.34	19.66	33.00
	% within row	24.24 %	75.76 %	100.00 %
	Count	38.00	56.00	94.00
	Expected count	38.00	56.00	94.00
	% within row	40.43 %	59.57 %	100.00 %

Table 62
Chi-Squared Tests

	Value	df	p
X ²	5.953	2	.051
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Country:	B2: Low staff engagement		Total	
	0	Low staff engagement		
Greece	Count	20.00	10.00	30.00
	Expected count	20.43	9.57	30.00
	% within row	66.67 %	33.33 %	100.00 %
Italy	Count	24.00	7.00	31.00
	Expected count	21.11	9.89	31.00
	% within row	77.42 %	22.58 %	100.00 %
Turkey	Count	20.00	13.00	33.00
	Expected count	22.47	10.53	33.00
	% within row	60.61 %	39.39 %	100.00 %
Total	Count	64.00	30.00	94.00
	Expected count	64.00	30.00	94.00
	% within row	68.09 %	31.91 %	100.00 %

Table 63
Chi-Squared Tests

	Value	df	p
X ²	2.120	2	.346
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Country:	B2: Lack of time		Total	
	0	Lack of time		
Greece	Count	21.00	9.00	30.00

Table 63
Chi-Squared Tests

	Value	df	p	
	Expected count	23.30	6.70	30.00
	% within row	70.00 %	30.00 %	100.00 %
	Count	26.00	5.00	31.00
Italy	Expected count	24.07	6.93	31.00
	% within row	83.87 %	16.13 %	100.00 %
	Count	26.00	7.00	33.00
Turkey	Expected count	25.63	7.37	33.00
	% within row	78.79 %	21.21 %	100.00 %
	Count	73.00	21.00	94.00
Total	Expected count	73.00	21.00	94.00
	% within row	77.66 %	22.34 %	100.00 %

Table 64
Chi-Squared Tests

	Value	df	p
X ²	1.728	2	.421
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Country:	B2: Lack of incentives		Total	
	0	Lack of incentives		
Greece	Count	12.00	18.00	30.00
	Expected count	14.68	15.32	30.00
	% within row	40.00 %	60.00 %	100.00 %
Italy	Count	20.00	11.00	31.00
	Expected count	15.17	15.83	31.00
	% within row	64.52 %	35.48 %	100.00 %
Turkey	Count	14.00	19.00	33.00
	Expected count	16.15	16.85	33.00
	% within row	42.42 %	57.58 %	100.00 %
Total	Count	46.00	48.00	94.00
	Expected count	46.00	48.00	94.00
	% within row	48.94 %	51.06 %	100.00 %

Table 65
Chi-Squared Tests

	Value	df	p
X ²	4.530	2	.104

Table 65
Chi-Squared Tests

	Value	df	p
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Country:	B2: Technical complexity			Total
	0	Technical complexity		
Greece	Count	25.00	5.00	30.00
	Expected count	22.66	7.34	30.00
	% within row	83.33 %	16.67 %	100.00 %
Italy	Count	23.00	8.00	31.00
	Expected count	23.41	7.59	31.00
	% within row	74.19 %	25.81 %	100.00 %
Turkey	Count	23.00	10.00	33.00
	Expected count	24.93	8.07	33.00
	% within row	69.70 %	30.30 %	100.00 %
Total	Count	71.00	23.00	94.00
	Expected count	71.00	23.00	94.00
	% within row	75.53 %	24.47 %	100.00 %

Table 66
Chi-Squared Tests

	Value	df	p
X ²	1.626	2	.444
N	94		

Note. Continuity correction is available only for 2x2 tables.

Overall, while several barriers are shared across countries, differences in knowledge and cost indicate that tailored capacity building and funding strategies may be needed. The next section therefore examines how awareness, support mechanisms and staffing structures relate to organizations' ability to engage in the green transition.

3.2 Awareness, Support and Responsibility

3.3.1 Awareness of funding opportunities

When asked whether they are aware of public funding or incentive schemes for the green transition, **less than half of respondents reported being aware of such opportunities**. Specifically, **44.7%** (n = 42) stated **they are not aware** of any schemes, **18.1%** (n = 17) were **not sure**, and only **37.2%** (n = 35) indicated **they are aware** of existing funding or incentives (N = 94).

These results suggest that a **considerable proportion of organisations either lack information or feel uncertain** about available financial support for green transition, which may limit their ability to invest in sustainability-related actions.

Table 67
Descriptive Statistics

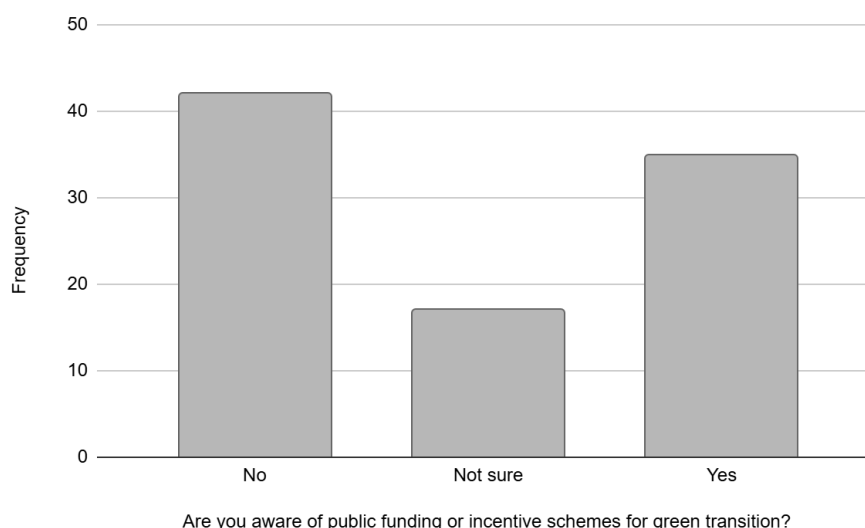
B3: Are you aware of public funding or incentive schemes for green transition?	
Valid	94
Missing	0

Table 68
Frequencies for B3: Are you aware of public funding or incentive schemes for green transition?

B3: Are you aware of public funding or incentive schemes for green transition?	Frequency	Percent	Valid Percent	Cumulative Percent
No	42	44.7	44.7	44.7
Not sure	17	18.1	18.1	62.8
Yes	35	37.2	37.2	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 8
Organisations' awareness of funding opportunities



Note. CREDIT Survey data, 2025

3.3.2 External support for green practices

Participants were also asked whether their organisations had received **external support for green practices**, such as grants or consulting services. Almost half of the

respondents (**48.9%**, n = 46) reported that their organisation **has not received any support**, while **23.4%** (n = 22) were **unsure** about whether support had been received. Only **27.7%** (n = 26) indicated that their organisation **has received external assistance** (N = 94).

These findings reveal that **access to or awareness of external funding and advisory support remains limited**, suggesting potential challenges in mobilising resources and guidance necessary for implementing sustainability initiatives.

Table 69
Descriptive Statistics

B4: Has your organization received external support for green practices? (e.g., grants, consulting)	
Valid	94
Missing	0

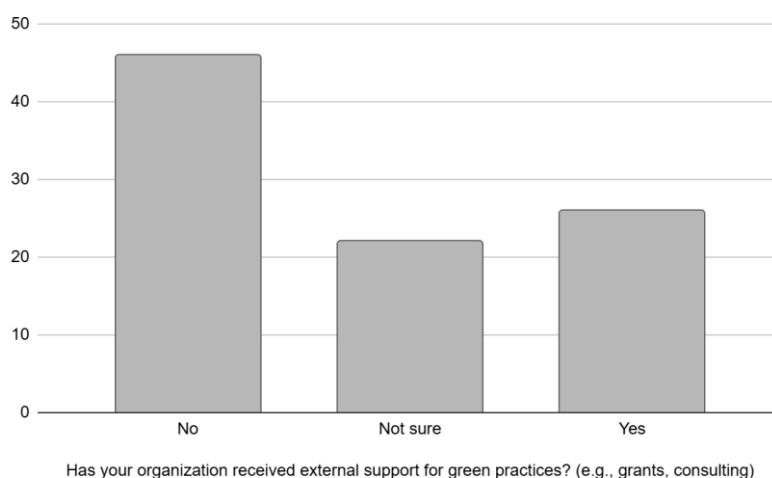
Table 70
Frequencies for B4: Has your organization received external support for green practices? (e.g., grants, consulting)

B4: Has your organization received external support for green practices? (e.g., grants, consulting)	Frequency	Percent	Valid Percent	Cumulative Percent
No	46	48.9	48.9	48.9
Not sure	22	23.4	23.4	72.3
Yes	26	27.7	27.7	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 9

Extrenal support for green practices



Note. CREDIT Survey data, 2025

3.3.3 Sustainability staffing

To explore how sustainability initiatives are resourced within organisations, participants were asked whether they employ **staff dedicated to sustainability**. The most common response was “**No**”, with **44.7%** of organisations (n = 42) reporting that they do not have any sustainability-focused staff. A further **20.2%** (n = 19) indicated that such roles exist only **partially**, and **8.5%** (n = 8) were **unsure**. Only **26.6%** (n = 25) reported that they **have designated sustainability personnel** (N = 94).

These results suggest that while a minority of organisations have begun to formalise sustainability roles, **most still lack dedicated staffing**, potentially limiting their capacity to plan, implement, and monitor green initiatives effectively.

Table 71
Descriptive Statistics

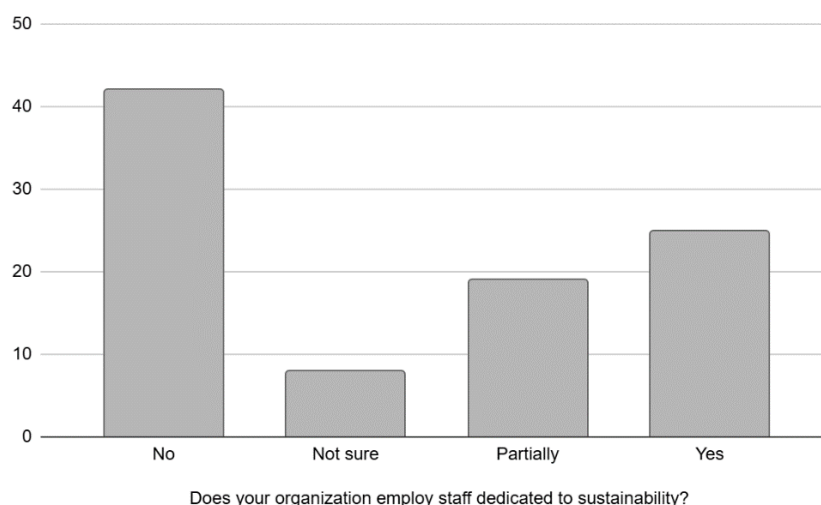
B5: Does your organization employ staff dedicated to sustainability?	
Valid	94
Missing	0

Table 72
Frequencies for B5: Does your organization employ staff dedicated to sustainability?

B5: Does your organization employ staff dedicated to sustainability?	Frequency	Percent	Valid Percent	Cumulative Percent
No	42	44.7	44.7	44.7
Not sure	8	8.5	8.5	53.2
Partially	19	20.2	20.2	73.4
Yes	25	26.6	26.6	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 10
Sustainability Staff



Note. CREDIT Survey data, 2025

3.3.3.1 Association of Sustainability Staff with Funding Awareness

To examine whether awareness of green transition funding is associated with the presence of sustainability personnel, a chi-square test of independence was conducted between **awareness of public funding/incentives** and **employment of sustainability staff (B5)**.

The results showed a **significant association** between the two variables, $\chi^2(6, N = 94) = 19.74, p = .003$, indicating that organisations aware of public funding schemes are **more likely to employ dedicated sustainability staff** compared to those unaware. As shown in the contingency table (73), **45.7% of organisations that are aware of funding also have sustainability personnel**, whereas **57.1% of organisations unaware of funding report no sustainability staff**.

These findings suggest that **awareness of funding opportunities may support and incentivise formal staffing for sustainability roles**, highlighting the importance of communication and outreach around available green transition support schemes.

Chi-Square Test 4: Awareness of Funding × Sustainability Staff

Purpose

To understand whether organizations aware of funding also employ sustainability staff.

Table 73
Contingency Tables

		B5: Does your organization employ staff dedicated to sustainability?				Total
		No	Not sure	Partially	Yes	
No	Count	24.00	6.00	9.00	3.00	42.00
	Expected count	18.77	3.57	8.49	11.17	42.00
	% within row	57.14 %	14.29 %	21.43 %	7.14 %	100.00 %
Not sure	Count	7.00	2.00	2.00	6.00	17.00
	Expected count	7.60	1.45	3.44	4.52	17.00
	% within row	41.18 %	11.76 %	11.76 %	35.29 %	100.00 %
Yes	Count	11.00	0.00	8.00	16.00	35.00
	Expected count	15.64	2.98	7.07	9.31	35.00
	% within row	31.43 %	0.00 %	22.86 %	45.71 %	100.00 %
Total	Count	42.00	8.00	19.00	25.00	94.00
	Expected count	42.00	8.00	19.00	25.00	94.00

Table 73
Contingency Tables

B3: Are you aware of public funding or incentive schemes for green transition?	B5: Does your organization employ staff dedicated to sustainability?				Total
	No	Not sure	Partially	Yes	
	44.68 %	8.51 %	20.21 %	26.60 %	100.00 %
% within row					

Table 74
Chi-Squared Tests

	Value	df	p
X ²	19.74	6	.003
N	94		

Note. Continuity correction is available only for 2x2 tables.

3.3.4 Institutional Roles in Supporting Green Transition

To capture sector-specific responsibilities within the green transition, this part of the survey contained **branching questions**, meaning respondents answered different items depending on their organization's status.

- **Academic institutions** answered a question regarding educational and research activities.
- **Public institutions/municipalities** answered a question about awareness campaigns or incentives.
- **Businesses and industry** responded to a question on implemented green technologies or practices.
- **Chambers/professional bodies** responded to a question regarding their members' primary needs.
- **Promoters/disseminators** answered a question about preferred communication channels for spreading green transition awareness.

This structure enabled the identification of **distinct roles, actions, and priorities** across institutional types.

Institutional Responses

Respondents represented a diverse set of institutions. The largest share came from **businesses and industry (61.7%)**, followed by **public institutions/municipalities (18.1%)**, and **academic institutions (10.6%)**. Smaller groups included **chambers and professional bodies (7.4% combined)** and **promoters/disseminators (2.1%)**.

Among **academic institutions**, respondents reported varying stages of involvement in sustainability initiatives. Specifically, **5.3% indicated established sustainability roles (“Yes”)**, **3.2% reported no such roles**, and **2.1% stated they were in planning stages**.

Within **public institutions**, **11.7% currently employ sustainability-focused staff**, while **3.2% reported no staff**, and another **3.2% indicated planning activity**.

For **business and industry**, reported green transition activities varied across multiple domains. The most commonly adopted practices were **waste management (37.2%)** and **energy efficiency (28.7%)**, while **green certifications were reported by 19.1%**. Additionally, **17.0% stated they had no sustainability initiatives yet**, and **4.3% described other emerging practices**, such as digitalisation, photovoltaic systems, non-paper policies, and waste reduction initiatives.

Among **chambers and professional bodies**, responses focused on members’ needs for supporting the green transition. The most cited needs were **technical training (42.9%)**, followed by **funding (28.6%)**, **legal guidance (14.3%)**, and **market access support (14.3%)**.

Finally, **promoters and disseminators** primarily reported engaging audiences through **social media (100% of valid responses)**, followed by **public workshops (1.1%)**, **educational networks (1.1%)**, and no reported use of newsletters.

Table 75
Descriptive Statistics

C: Status of organization	
Valid	94
Missing	0

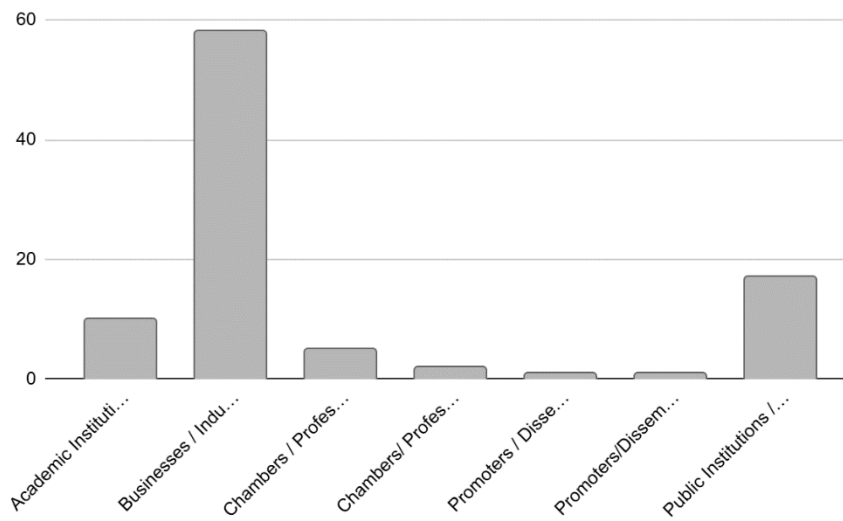
Table 76
Frequencies for C: Status of organization

C: Status of organization	Frequency	Percent	Valid Percent	Cumulative Percent
Academic Institutions	10	10.6	10.6	10.6
Businesses / Industry	58	61.7	61.7	72.3
Chambers / Professional Bodies	5	5.3	5.3	77.7
Chambers/ Professional Bodies	2	2.1	2.1	79.8
Promoters / Disseminators	1	1.1	1.1	80.9
Promoters/Disseminators	1	1.1	1.1	81.9
Public Institutions / Municipalities	17	18.1	18.1	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 11

Status of organisations



Note. CREDIT Survey data, 2025

Table 77
Descriptive Statistics

	C(Acad. inst.):Yes	C(Acad. inst.): No	C(Acad. inst.):Planning
Valid	5	3	2
Missing	89	91	92

Table 78
Frequencies for C(Acad. inst.):Yes

C(Acad. inst.):Yes	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	5	5.3	100.0	100.0
Missing	89	94.7		
Total	94	100.0		

Table 79
Frequencies for C(Acad. inst.): No

C(Acad. inst.): No	Frequency	Percent	Valid Percent	Cumulative Percent
No	3	3.2	100.0	100.0
Missing	91	96.8		
Total	94	100.0		

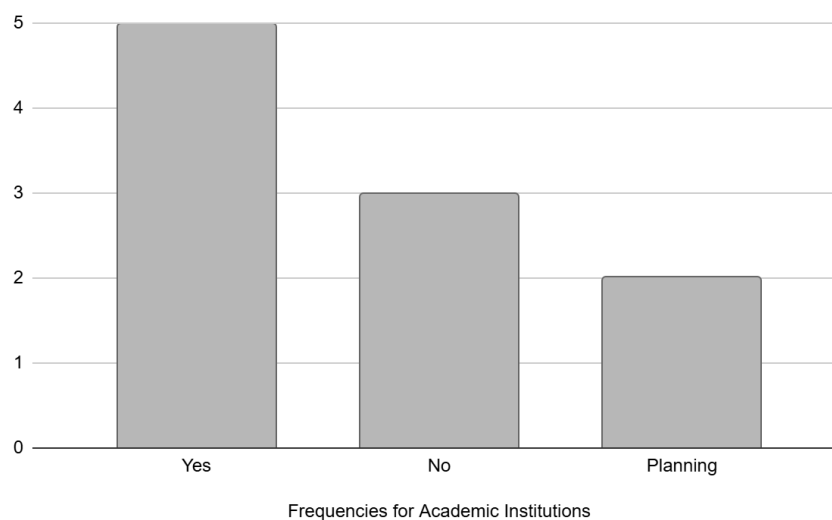
Table 80
Frequencies for C(Acad. inst.):Planning

C(Acad. inst.):Planning	Frequency	Percent	Valid Percent	Cumulative Percent
Planning	2	2.1	100.0	100.0
Missing	92	97.9		
Total	94	100.0		

Distribution Plots

Figure 11

Academic Institutions: Does your institution currently offer research, advisory or educational content related to green transition?



Note. CREDIT Survey data, 2025

Table 81
Descriptive Statistics

	C(Public. inst.):Yes	C(Public. inst.):No	C(Public. inst.):Planning
Valid	11	3	3
Missing	83	91	91

Table 82
Frequencies for C(Public. inst.):Yes

C(Public. inst.):Yes	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	11	11.7	100.0	100.0
Missing	83	88.3		
Total	94	100.0		

Table 83
Frequencies for C(Public. inst.):No

C(Public. inst.):No	Frequency	Percent	Valid Percent	Cumulative Percent
No	3	3.2	100.0	100.0
Missing	91	96.8		
Total	94	100.0		

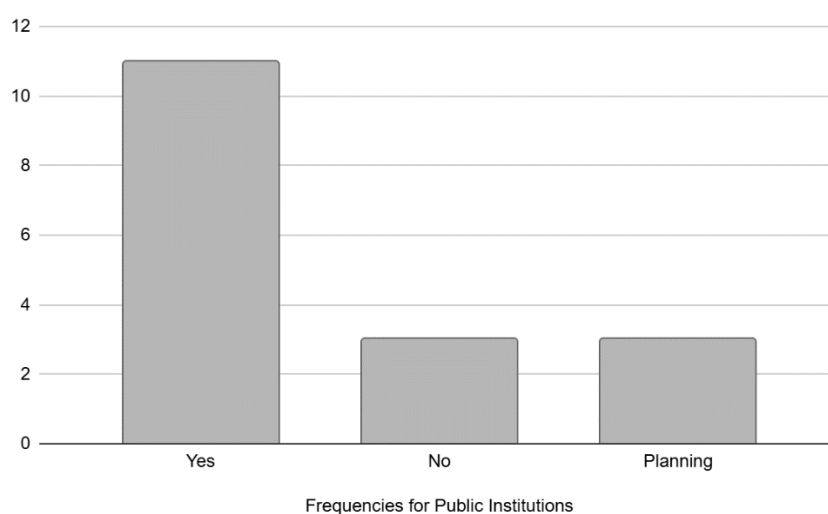
Table 84
Frequencies for C(Public. inst.):Planning

C(Public. inst.):Planning	Frequency	Percent	Valid Percent	Cumulative Percent
Planning	3	3.2	100.0	100.0
Missing	91	96.8		
Total	94	100.0		

Distribution Plots

Figure 12

Public Institutions: Have you implemented or supported any local or regional awareness campaign or incentive for green practices?



Note. CREDIT Survey data, 2025

Table 85
Descriptive Statistics

	C(Busin. Indust.): Energy efficiency	C(Busin. Indust.): Waste management	C(Busin. Indust.): Green certifications	C(Busin. Indust.): None yet	C(Busin. Indust.): Other
Valid	27	35	18	16	4
Missing	67	59	76	78	90

Table 86
Frequencies for C(Busin. Indust.): Energy efficiency

C(Busin. Indust.): Energy efficiency	Frequency	Percent	Valid Percent	Cumulative Percent
Energy efficiency	27	28.7	100.0	100.0
Missing	67	71.3		
Total	94	100.0		

Table 87
Frequencies for C(Busin. Indust.): Waste management

C(Busin. Indust.): Waste management	Waste	Frequency	Percent	Valid Percent	Cumulative Percent
Waste management		35	37.2	100.0	100.0
Missing		59	62.8		
Total		94	100.0		

Table 88
Frequencies for C(Busin. Indust.): Green certifications

C(Busin. Indust.): Green certifications	Green	Frequency	Percent	Valid Percent	Cumulative Percent
Green certifications		18	19.1	100.0	100.0
Missing		76	80.9		
Total		94	100.0		

Table 89
Frequencies for C(Busin. Indust.): None yet

C(Busin. Indust.): None yet	Frequency	Percent	Valid Percent	Cumulative Percent
None yet	16	17.0	100.0	100.0
Missing	78	83.0		
Total	94	100.0		

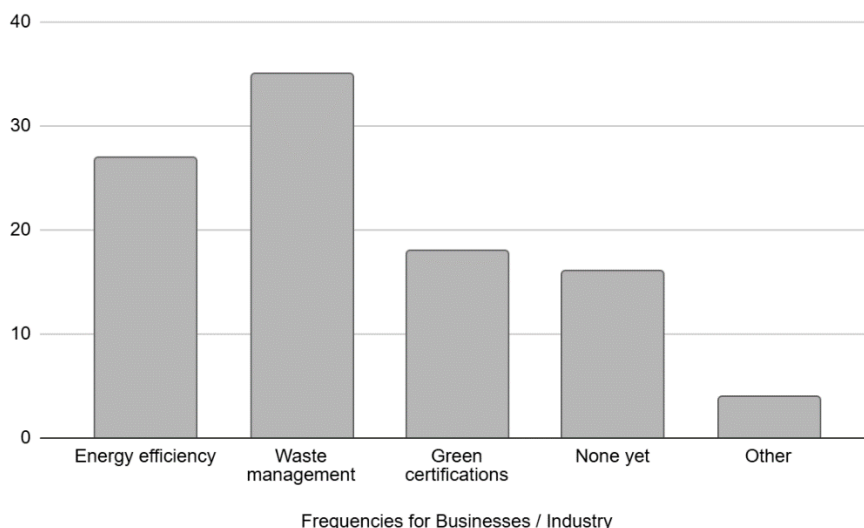
Table 90
Frequencies for C(Busin. Indust.): Other

C(Busin. Indust.): Other	Frequency	Percent	Valid Percent	Cumulative Percent
Digitalization of processes and documents of the Firm and Clients	1	1.1	25.0	25.0
Free distribution of water and use of recyclable cups on site	1	1.1	25.0	50.0
Non-paper practices	1	1.1	25.0	75.0
Photovoltaic	1	1.1	25.0	100.0
Missing	90	95.7		
Total	94	100.0		

Distribution Plots

Figure 13

Business / Industry: What green technologies or practices have you already implemented?



Note. CREDIT Survey data, 2025

Table 91
Descriptive Statistics

C(Chambers): What are your members' most pressing needs to support green transition?	
Valid	7
Missing	87

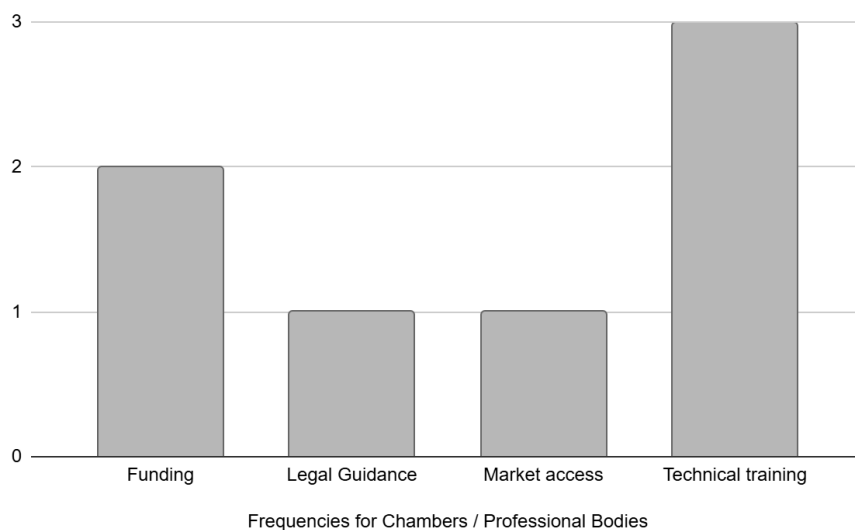
Table 92
Frequencies for C(Chambers): What are your members' most pressing needs to support green transition?

C(Chambers): What are your members' most pressing needs to support green transition?	Frequency	Percent	Valid Percent	Cumulative Percent
Funding	2	2.1	28.6	28.6
Legal Guidance	1	1.1	14.3	42.9
Market access	1	1.1	14.3	57.1
Technical training	3	3.2	42.9	100.0
Missing	87	92.6		
Total	94	100.0		

Distribution Plots

Figure 14

Chambers / Professional Bodies: What are your members' most pressing needs to support green transition?



Note. CREDIT Survey data, 2025

Table 93
Descriptive Statistics

	C(Promoters): Social media	C(Promoters): Public workshops	C(Promoters): Newsletters	C(Promoters): Educational networks
Valid	2	1	0	1
Missing	92	93	94	93

Table 94
Frequencies for C(Promoters): Social media

C(Promoters): Social media	Frequency	Percent	Valid Percent	Cumulative Percent
Social media	2	2.1	100.0	100.0
Missing	92	97.9		
Total	94	100.0		

Table 95
Frequencies for C(Promoters): Public workshops

C(Promoters): workshops	Public	Frequency	Percent	Valid Percent	Cumulative Percent
Public Workshops		1	1.1	100.0	100.0
Missing		93	98.9		
Total		94	100.0		

Table 96
Frequencies for C(Promoters): Newsletters

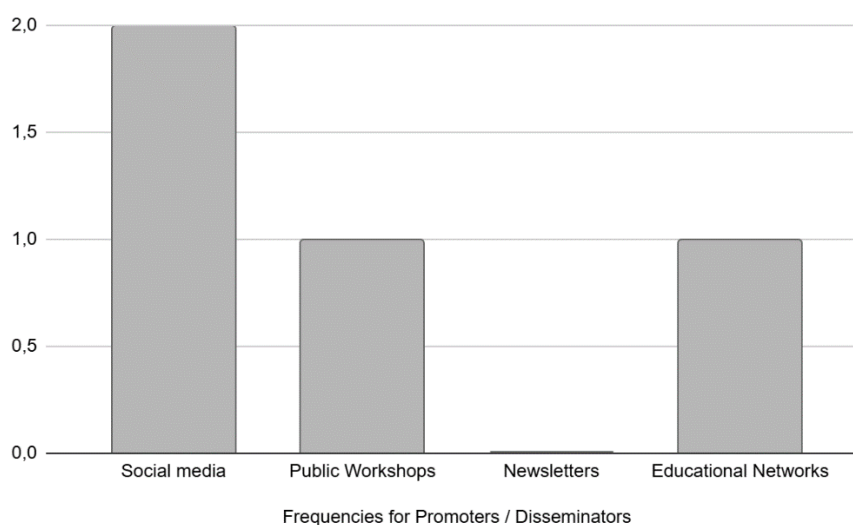
C(Promoters): Newsletters	Frequency	Percent	Valid Percent	Cumulative Percent
Missing	94	100.0		
Total	94	100.0		

Table 97
Frequencies for C(Promoters): Educational networks

C(Promoters): networks	Educational	Frequency	Percent	Valid Percent	Cumulative Percent
Educational Networks		1	1.1	100.0	100.0
Missing		93	98.9		
Total		94	100.0		

Distribution Plots

Figure 15
Promoters / Disseminators: What communication channels are most effective for raising awareness on green?



Note. CREDIT Survey data, 2025

3.4 Resources, Importance and Readiness

3.4.1 Descriptive Results for Resources, Importance and Readiness

Available Resources Supporting Green Transition

Participants were asked to indicate which internal resources their organisation currently has in place to support the green transition (e.g., budget, personnel, tools, or motivational factors). As shown in the frequency distribution, the most commonly reported resources were **employee motivation** (47.9%) and **leadership commitment**

(42.6%). These results suggest that **human and organisational motivation are more prevalent than formal financial or structural mechanisms.**

In contrast, fewer organisations reported having a **dedicated budget** for sustainability (14.9%) or a **sustainability officer or unit** (22.3%). The use of **digital tools supporting green initiatives** was indicated by approximately one-third of respondents (33.0%). Notably, **nearly one in four organisations (22.3%) reported having no resources at all** to support environmental practices, highlighting significant disparities across the sample.

Two respondents (2.1%) selected “Other,” specifying unique practices such as municipal support for green entrepreneurship or business models fully based on sustainability.

Overall, these results reflect that while commitment and motivation may exist, many organisations lack the **financial and structural resources needed to operationalise sustainability strategies.**

Table 98
Descriptive Statistics

	E1: Budget	E1: Sustainability officer	E1: Digital tools	E1: Leadership commitment	E1: Employee motivation	E1: None	E1: Other
Valid	14	21	31	40	45	21	2
Missing	80	73	63	54	49	73	92

Table 99
Frequencies for E1: Budget

E1: Budget	Frequency	Percent	Valid Percent	Cumulative Percent
Budget	14	14.9	100.0	100.0
Missing	80	85.1		
Total	94	100.0		

Table 100
Frequencies for E1: Sustainability officer

E1: Sustainability officer	Frequency	Percent	Valid Percent	Cumulative Percent
Sustainability officer	21	22.3	100.0	100.0
Missing	73	77.7		
Total	94	100.0		

Table 101
Frequencies for E1: Digital tools

E1: Digital tools	Frequency	Percent	Valid Percent	Cumulative Percent
Digital tools	31	33.0	100.0	100.0
Missing	63	67.0		

Table 101
Frequencies for E1: Digital tools

E1: Digital tools	Frequency	Percent	Valid Percent	Cumulative Percent
Total	94	100.0		

Table 102
Frequencies for E1: Leadership commitment

E1: Leadership commitment	Frequency	Percent	Valid Percent	Cumulative Percent
Leadership commitment	40	42.6	100.0	100.0
Missing	54	57.4		
Total	94	100.0		

Table 103
Frequencies for E1: Employee motivation

E1: Employee motivation	Frequency	Percent	Valid Percent	Cumulative Percent
Employee motivation	45	47.9	100.0	100.0
Missing	49	52.1		
Total	94	100.0		

Table 104
Frequencies for E1: None

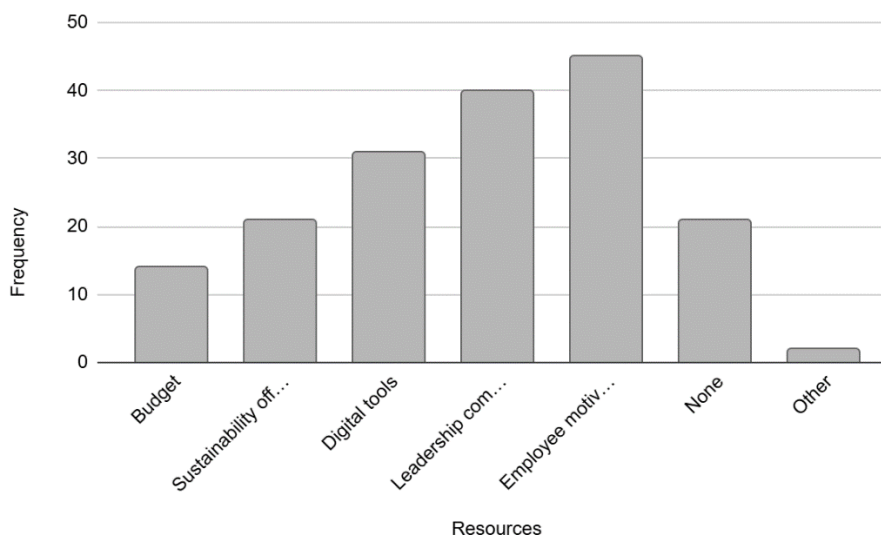
E1: None	Frequency	Percent	Valid Percent	Cumulative Percent
None	21	22.3	100.0	100.0
Missing	73	77.7		
Total	94	100.0		

Table 105
Frequencies for E1: Other

E1: Other	Frequency	Percent	Valid Percent	Cumulative Percent
Municipal support for green entrepreneurship initiatives	1	1.1	50.0	50.0
the entire business case is about sustainability	1	1.1	50.0	100.0
Missing	92	97.9		
Total	94	100.0		

Distribution Plots

Figure 16
Available Resources Supporting Green Transition?



Note. CREDIT Survey data, 2025

Perceived Importance of Green Transition

Participants rated how important it is for their organisation to become more environmentally sustainable within the next two years, on a scale from **1 (Not important)** to **5 (Extremely important)**.

Results show a **strong overall emphasis on sustainability importance**. A combined **73.4%** of organizations rated green transition as **important (4)** or **extremely important (5)**. The most frequent response was **5 – Extremely important (37.2%)**, followed closely by **4 – Important (36.2%)**. Moderately important responses (value 3) accounted for 20.2%.

Only a small portion of the sample (6.4%) evaluated sustainability as being of **low importance (ratings 1 or 2)**.

These results indicate that, regardless of sector or organisation type, there is **widespread recognition of the strategic importance of sustainability** in the near future.

Table 106
Descriptive Statistics

E2: On a scale from 1 (Not important) to 5 (Extremely important), how important is becoming green for your organization in the next 2 years?	
Valid	94
Missing	0

Table 107

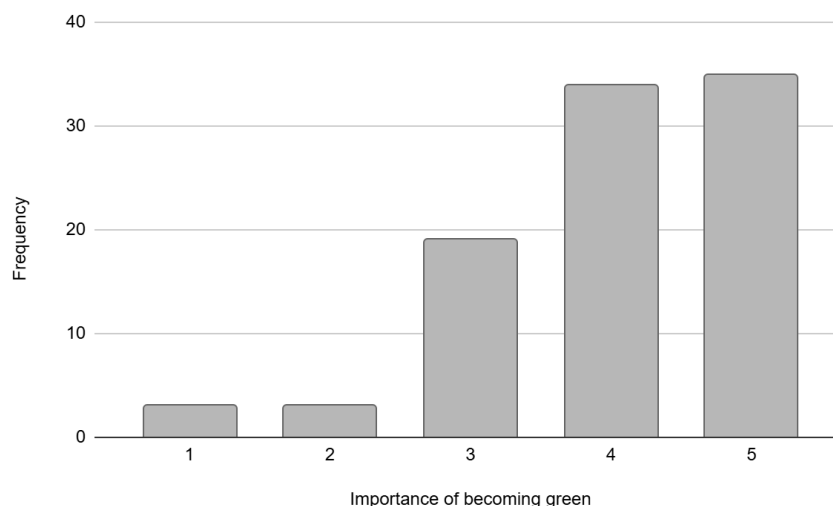
Frequencies for E2: On a scale from 1 (Not important) to 5 (Extremely important), how important is becoming green for your organization in the next 2 years?

E2: On a scale from 1 (Not important) to 5 (Extremely important), how important is becoming green for your organization in the next 2 years?	Frequency	Percent	Valid Percent	Cumulative Percent
1	3	3.2	3.2	3.2
2	3	3.2	3.2	6.4
3	19	20.2	20.2	26.6
4	34	36.2	36.2	62.8
5	35	37.2	37.2	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 17

On a scale from 1 (Not important) to 5 (Extremely important), how important is becoming green for your organization in the next 2 years?



Note. CREDIT Survey data, 2025

Readiness to Adopt Green Practices

Participants were asked to indicate how ready their organization is to adopt environmentally sustainable actions on a scale from **1 (Not ready)** to **5 (Fully ready)**.

Unlike the high importance reported, organizations show **moderate levels of readiness**. Nearly half of the respondents (46.8%) selected **3 – Moderately ready**, suggesting that many organizations are **interested in green transition but lack sufficient preparation or resources** to implement actions immediately.

Lower readiness scores were also common, with **21.3%** rating readiness as **low (values 1–2)**. In contrast, only **31.9%** rated themselves as **ready (4)** or **fully ready (5)** to engage in green practices.

These results highlight a **clear readiness gap**: although organisations value sustainability, they **may lack the tools, resources or support** needed to act on their intentions. This gap supports the need for **capacity building and targeted training**, aligned with the aims of the CREDIT project.

Table 108
Descriptive Statistics

E3: On a scale from 1 to 5, how ready is your organization to take green steps?	
Valid	94
Missing	0

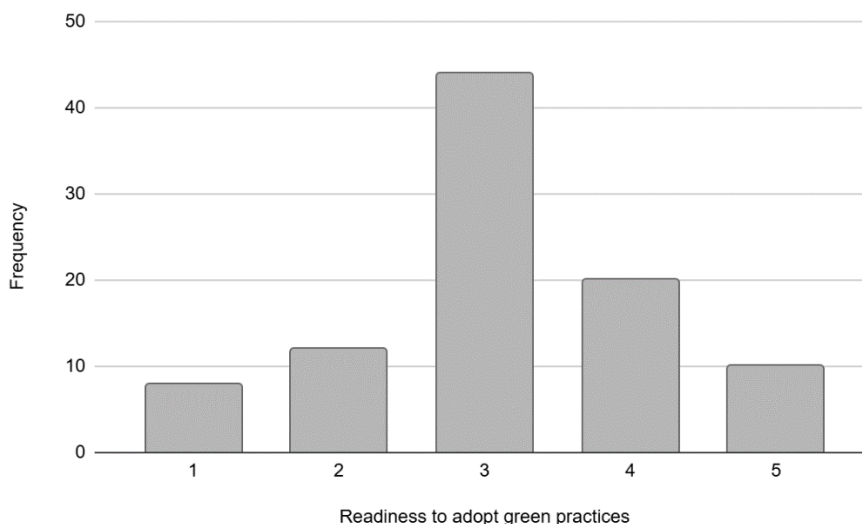
Table 109
Frequencies for E3: On a scale from 1 to 5, how ready is your organization to take green steps?

E3: On a scale from 1 to 5, how ready is your organization to take green steps?	Frequency	Percent	Valid Percent	Cumulative Percent
1	8	8.5	8.5	8.5
2	12	12.8	12.8	21.3
3	44	46.8	46.8	68.1
4	20	21.3	21.3	89.4
5	10	10.6	10.6	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 18

On a scale from 1 to 5, how ready is your organization to take green steps?



Note. CREDIT Survey data, 2025

3.4.2 Index Construction

To support further statistical analyses, three composite indices were created from dichotomous checklist questions in Section E of the survey. All indices were computed as **sum scores** (each selected option coded as 1, unselected coded as 0). This approach captures the **breadth of practices, barriers, and resources**, rather than their intensity or perceived value.

(a) Green Practices Score

This index reflects **the number of environmental practices currently implemented by each organization**, including recycling, energy saving, water monitoring, digital waste reduction, eco-materials, green procurement, sustainable transport, and promotion of green values.

- **Score range:** 0–8
- **Interpretation:** Higher scores represent more “green-active” organizations.

This index is used as a **predictor of organizational importance and readiness**, and for **comparisons across country and sector categories**.

(b) Barriers Score

This index measures **the number of obstacles perceived by organizations** when transitioning to sustainable practices. Included items were lack of knowledge, high cost, low staff engagement, lack of time, lack of incentives, and technical complexity.

- **Score range:** 0–6
- **Interpretation:** Higher values indicate **more constraints** and potentially lower capacity for transition.

This index allows us to analyze whether **perceived barriers limit readiness or reduce the perceived importance of green transition.**

(c) Resources Score

This index captures **organizational capacity to initiate green transition**, based on the availability of budget, sustainability officer, digital tools, leadership commitment, and employee motivation.

- **Score range:** 0–5
- **Interpretation:** Higher scores indicate **greater organizational readiness resources.**

This index serves as a central predictor in **correlation and regression analyses**, particularly in testing whether organizations with stronger internal resources **feel more ready and assign greater importance to sustainability.**

Table 110
Descriptive Statistics

	GREEN PRACTICE SCORE	BARRIERS SCORE	RESOURCES SCORE
Valid	94	93	94
Missing	0	1	0
Mean	3.585	2.247	1.606
Std. Deviation	2.127	0.855	1.193
Minimum	0.000	0.000	0.000
Maximum	8.000	3.000	4.000

The above table (110) presents descriptive statistics for the three composite indices reflecting organizations' sustainability practices (Green Practices Score), perceived challenges (Barriers Score), and available capacity (Resources Score). Scores varied considerably across respondents, indicating diverse levels of engagement and preparedness for green transition.

The average **Green Practices Score** ($M = 3.59$, $SD = 2.13$) suggests that organizations have adopted approximately **four out of eight** possible sustainability practices. However, the wide range (0–8) indicates notable variation: 4.3% reported **no environmental practices at all**, while another 4.3% reported **full implementation of all listed practices.**

The **Barriers Score** showed a moderately high average ($M = 2.25$, $SD = 0.86$) out of a possible 6. Almost half the sample (49.5%) reported **three simultaneous barriers**, with only 2.2% reporting no barriers. This concentration suggests that organizations face **multiple persistent challenges** rather than isolated obstacles.

Finally, the **Resources Score** was comparatively low ($M = 1.61$, $SD = 1.19$), indicating that the typical organization has only **one or two internal resources** supporting sustainability (e.g., dedicated staff, digital tools, leadership support). One in five organizations (21.3%) reported **no available sustainability resources**, highlighting a substantial capacity gap relative to the perceived importance of green transition.

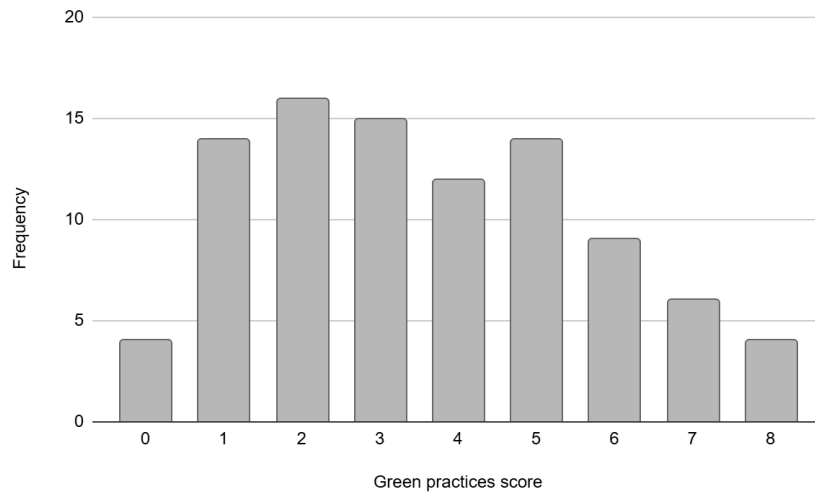
Table 111
Frequencies for Q7: GREEN PRACICE SCORE

Q7: GREEN PRACICE SCORE	Frequency	Percent	Valid Percent	Cumulative Percent
0	4	4.3	4.3	4.3
1	14	14.9	14.9	19.1
2	16	17.0	17.0	36.2
3	15	16.0	16.0	52.1
4	12	12.8	12.8	64.9
5	14	14.9	14.9	79.8
6	9	9.6	9.6	89.4
7	6	6.4	6.4	95.7
8	4	4.3	4.3	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 19

Green practices score



Note. CREDIT Survey data, 2025

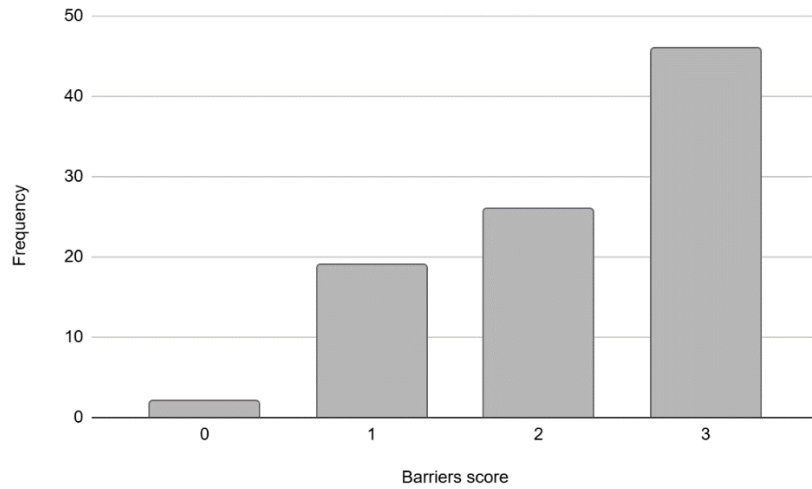
Table 112
Frequencies for Q8: BARRIERS SCORE

Q8: BARRIERS SCORE	Frequency	Percent	Valid Percent	Cumulative Percent
0	2	2.1	2.2	2.2
1	19	20.2	20.4	22.6
2	26	27.7	28.0	50.5
3	46	48.9	49.5	100.0
Missing	1	1.1		
Total	94	100.0		

Distribution Plots

Figure 20

Barriers score



Note. CREDIT Survey data, 2025

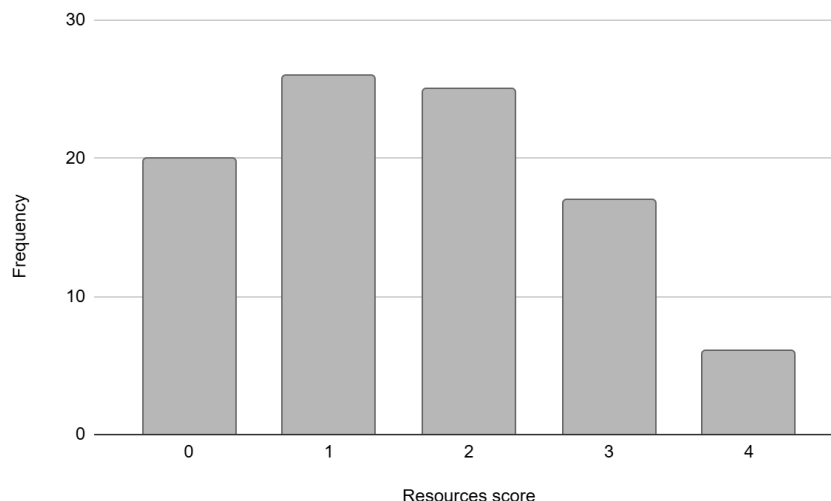
Frequencies for: RESOURCES SCORE

RESOURCES SCORE	Frequency	Percent	Valid Percent	Cumulative Percent
0	20	21.3	21.3	21.3
1	26	27.7	27.7	48.9
2	25	26.6	26.6	75.5
3	17	18.1	18.1	93.6
4	6	6.4	6.4	100.0
Missing	0	0.0		
Total	94	100.0		

Distribution Plots

Figure 21

Resources score



Note. CREDIT Survey data, 2025

3.4.3 Correlation Analyses Between Resources, Importance and Readiness

To further examine the relationships among current sustainability actions, perceived barriers, and organizational readiness for green transition, correlation analyses were conducted. This method allows assessment of the direction and strength of the association between multiple continuous indicators (Field, 2013). In the present study, Pearson's correlations were calculated to determine whether organizational resources and existing green practices are related to the perceived importance of sustainability and readiness to implement green actions. These analyses directly address the study's research questions concerning the drivers and conditions that influence organizational engagement with the green transition.

The below Table (113) shows Pearson correlation coefficients among the Green Practices Score, Barriers Score, Resources Score, and the two evaluative measures, Importance and Readiness. The analysis revealed several statistically significant relationships. Specifically, the Green Practices Score was strongly and positively correlated with the Resources Score, $r = .634$, $p < .001$, indicating that organizations with more sustainable actions also possess more enabling resources. Additionally, Green Practices showed moderate positive correlations with both Importance ($r = .422$, $p < .001$) and Readiness ($r = .481$, $p < .001$). However, Green Practices were not significantly associated with perceived barriers ($r = .147$, $p = .160$).

The Barriers Score was weakly but significantly related to Resources ($r = .214$, $p = .040$) and Importance ($r = .280$, $p = .007$), but not to Readiness ($r = -.072$, $p = .494$). Finally, the Resources Score demonstrated moderate positive correlations with both Readiness ($r = .401$, $p < .001$) and Importance ($r = .319$, $p = .002$). Importance and Readiness were also moderately associated, $r = .347$, $p < .001$.

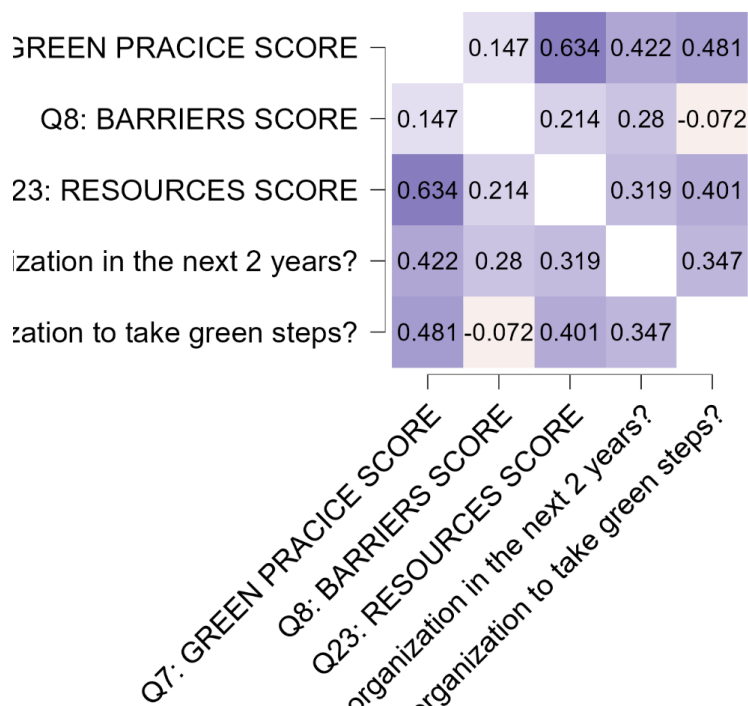
Correlation

Table 113
Pearson's Correlations

			Pearson's r	p	Lower 95% CI	Upper 95% CI
Q7: GREEN PRACICE SCORE	-	Q8: BARRIERS SCORE	0.147	.160	-0.058	0.340
Q7: GREEN PRACICE SCORE	-	Q23: RESOURCES SCORE	0.634	< .001	0.495	0.741
Q7: GREEN PRACICE SCORE	-	E2: On a scale from 1 (Not important) to 5 (Extremely important), how important is becoming green for your organization in the next 2 years?	0.422	< .001	0.240	0.575
Q7: GREEN PRACICE SCORE	-	E3: On a scale from 1 to 5, how ready is your organization to take green steps?	0.481	< .001	0.309	0.623
Q8: BARRIERS SCORE	-	Q23: RESOURCES SCORE	0.214	.040	0.010	0.400
Q8: BARRIERS SCORE	-	E2: On a scale from 1 (Not important) to 5 (Extremely important), how important is becoming green for your organization in the next 2 years?	0.280	.007	0.080	0.457
Q8: BARRIERS SCORE	-	E3: On a scale from 1 to 5, how ready is your organization to take green steps?	-0.072	.494	-0.272	0.134
Q23: RESOURCES SCORE	-	E2: On a scale from 1 (Not important) to 5 (Extremely important), how important is becoming green for your organization in the next 2 years?	0.319	.002	0.124	0.490
Q23: RESOURCES SCORE	-	E3: On a scale from 1 to 5, how ready is your organization to take green steps?	0.401	< .001	0.216	0.558
E2: On a scale from 1 (Not important) to 5 (Extremely important), how important is becoming green for your organization in the next 2 years?	-	E3: On a scale from 1 to 5, how ready is your organization to take green steps?	0.347	< .001	0.155	0.514

Pearson's r heatmap

Figure 22
Pearson's heatmap for correlation analysis



Note. CREDIT Survey data, 2025

Interpretation

Overall, the results indicate that organizations with greater internal capacity (budget, tools, leadership, staff motivation) not only engage more actively in green practices, but also view sustainability as more important and feel more ready to implement it. Contrary to common assumptions, perceived barriers were not negatively associated with readiness or existing practices, suggesting that barriers do not undermine willingness to act; instead, organizations aware of challenges may also be more informed and motivated.

Implications for Toolkit Design

These findings suggest that **capacity-building efforts** (e.g., leadership engagement, digital tools, dedicated staff) may be more effective than barrier-reduction messaging alone. Training should **enhance resources and practical capabilities**, as readiness appears to grow alongside organizational capacity, not from eliminating perceived obstacles. Thus, strategic focus for CREDIT should emphasize **resource development, leadership mobilization, and motivational structures** within organizations.

3.4.4 Sector Differences in Resources

To explore whether certain organisational sectors have greater capacity to undertake green transition, a series of chi-square tests examined the association between **sector**

of activity and the availability of specific **green transition resources**. These resources included: budget, sustainability officer, digital tools, leadership commitment, and employee motivation.

These tests indicate that **resource availability does not significantly differ by sector**. In other words, education, manufacturing, services, agriculture, public bodies, and other organisational types appear to face **similar levels of capacity** related to green transition.

A near-significant trend was observed for **leadership commitment** ($p = .058$), where service organisations and public institutions showed somewhat higher levels of commitment compared to sectors such as agriculture. Although not statistically significant, this pattern may merit further exploration in future research.

Implications

- Differences in readiness or actions **cannot be explained by sector-specific resource inequalities**.
- Support for capacity building (e.g., sustainability officers, tools, budgets) should **target all sectors**, rather than prioritising specific industries.
- The lack of difference reinforces the importance of **shared Erasmus+ training needs and cross-sectoral toolkit development**, aligning with the goals of the CREDIT project.

Chi-Square Test 5: Sector × Resources Available

Table 114
Contingency Tables

Sector of activity:		E1: Budget		Total
		0	Budget	
Agriculture / Food	Count	8.00	3.00	11.00
	Expected count	9.36	1.64	11.00
	% within row	72.73 %	27.27 %	100.00 %
Chamber/Professional body	Count	3.00	0.00	3.00
	Expected count	2.55	0.45	3.00
	% within row	100.00 %	0.00 %	100.00 %
Education / Training / Research	Count	12.00	3.00	15.00
	Expected count	12.77	2.23	15.00
	% within row	80.00 %	20.00 %	100.00 %
Environmental Sector	Count	7.00	0.00	7.00
	Expected count	5.96	1.04	7.00
	% within row	100.00 %	0.00 %	100.00 %
Manufacturing / Industry	Count	12.00	3.00	15.00
	Expected count	12.77	2.23	15.00
	% within row	80.00 %	20.00 %	100.00 %
Other	Count	10.00	1.00	11.00

Table 114
Contingency Tables

Sector of activity:	E1: Budget			
	0	Budget	Total	
	Expected count	9.36	1.64	11.00
	% within row	90.91 %	9.09 %	100.00 %
	Count	4.00	1.00	5.00
Public Sector	Expected count	4.26	0.74	5.00
	% within row	80.00 %	20.00 %	100.00 %
	Count	24.00	3.00	27.00
Services	Expected count	22.98	4.02	27.00
	% within row	88.89 %	11.11 %	100.00 %
	Count	80.00	14.00	94.00
Total	Expected count	80.00	14.00	94.00
	% within row	85.11 %	14.89 %	100.00 %

Table 115
Chi-Squared Tests

	Value	df	p
X ²	4.397	7	.733
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Sector of activity:	E1: Sustainability officer			
	0	Sustainability officer	Total	
Agriculture / Food	Count	10.00	1.00	11.00
	Expected count	8.54	2.46	11.00
	% within row	90.91 %	9.09 %	100.00 %
Chamber/Professional body	Count	3.00	0.00	3.00
	Expected count	2.33	0.67	3.00
	% within row	100.00 %	0.00 %	100.00 %
Education / Training / Research	Count	9.00	6.00	15.00
	Expected count	11.65	3.35	15.00
	% within row	60.00 %	40.00 %	100.00 %
Environmental Sector	Count	4.00	3.00	7.00
	Expected count	5.44	1.56	7.00
	% within row	57.14 %	42.86 %	100.00 %
Manufacturing / Industry	Count	12.00	3.00	15.00
	Expected count	11.65	3.35	15.00
	% within row	80.00 %	20.00 %	100.00 %
Other	Count	10.00	1.00	11.00
	Expected count	8.54	2.46	11.00

Table 115
Chi-Squared Tests

	Value	df	p		
		% within row	90.91 %	9.09 %	100.00 %
Public Sector	Count	4.00	1.00	5.00	
	Expected count	3.88	1.12	5.00	
	% within row	80.00 %	20.00 %	100.00 %	
Services	Count	21.00	6.00	27.00	
	Expected count	20.97	6.03	27.00	
	% within row	77.78 %	22.22 %	100.00 %	
Total	Count	73.00	21.00	94.00	
	Expected count	73.00	21.00	94.00	
	% within row	77.66 %	22.34 %	100.00 %	

Table 116
Chi-Squared Tests

	Value	df	p
X ²	7.547	7	.374
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Sector of activity:	E1: Digital tools			
	0	Digital tools	Total	
Agriculture / Food	Count	7.00	4.00	11.00
	Expected count	7.37	3.63	11.00
	% within row	63.64 %	36.36 %	100.00 %
Chamber/Professional body	Count	3.00	0.00	3.00
	Expected count	2.01	0.99	3.00
	% within row	100.00 %	0.00 %	100.00 %
Education / Training / Research	Count	9.00	6.00	15.00
	Expected count	10.05	4.95	15.00
	% within row	60.00 %	40.00 %	100.00 %
Environmental Sector	Count	5.00	2.00	7.00
	Expected count	4.69	2.31	7.00
	% within row	71.43 %	28.57 %	100.00 %
Manufacturing / Industry	Count	10.00	5.00	15.00
	Expected count	10.05	4.95	15.00
	% within row	66.67 %	33.33 %	100.00 %
Other	Count	9.00	2.00	11.00
	Expected count	7.37	3.63	11.00
	% within row	81.82 %	18.18 %	100.00 %
Public Sector	Count	1.00	4.00	5.00

Table 116
Chi-Squared Tests

	Value	df	p		
Services	Expected count	3.35	1.65	5.00	
	% within row	20.00 %	80.00 %	100.00 %	
	Count	19.00	8.00	27.00	
	Expected count	18.10	8.90	27.00	
	% within row	70.37 %	29.63 %	100.00 %	
	Count	63.00	31.00	94.00	
Total	Expected count	63.00	31.00	94.00	
	% within row	67.02 %	32.98 %	100.00 %	

Table 117
Chi-Squared Tests

	Value	df	p
X ²	8.158	7	.319
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Sector of activity:		E1: Leadership commitment		Total
		0	Leadership commitment	
Agriculture / Food	Count	7.00	4.00	11.00
	Expected count	6.32	4.68	11.00
	% within row	63.64 %	36.36 %	100.00 %
Chamber/Professional body	Count	1.00	2.00	3.00
	Expected count	1.72	1.28	3.00
	% within row	33.33 %	66.67 %	100.00 %
Education / Training / Research	Count	11.00	4.00	15.00
	Expected count	8.62	6.38	15.00
	% within row	73.33 %	26.67 %	100.00 %
Environmental Sector	Count	3.00	4.00	7.00
	Expected count	4.02	2.98	7.00
	% within row	42.86 %	57.14 %	100.00 %
Manufacturing / Industry	Count	12.00	3.00	15.00
	Expected count	8.62	6.38	15.00
	% within row	80.00 %	20.00 %	100.00 %
Other	Count	8.00	3.00	11.00
	Expected count	6.32	4.68	11.00
	% within row	72.73 %	27.27 %	100.00 %
Public Sector	Count	3.00	2.00	5.00
	Expected count	2.87	2.13	5.00
	% within row	60.00 %	40.00 %	100.00 %

Table 117
Chi-Squared Tests

	Value	df	p		
Services	Count	9.00	18.00	27.00	
	Expected count	15.51	11.49	27.00	
	% within row	33.33 %	66.67 %	100.00 %	
Total	Count	54.00	40.00	94.00	
	Expected count	54.00	40.00	94.00	
	% within row	57.45 %	42.55 %	100.00 %	

Table 118
Chi-Squared Tests

	Value	df	p
X ²	13.65	7	.058
N	94		

Note. Continuity correction is available only for 2x2 tables.

Contingency Tables

Sector of activity:	E1: Employee motivation			Total
	0	Employee motivation		
Agriculture / Food	Count	5.00	6.00	11.00
	Expected count	5.73	5.27	11.00
	% within row	45.45 %	54.55 %	100.00 %
Chamber/Professional body	Count	0.00	3.00	3.00
	Expected count	1.56	1.44	3.00
	% within row	0.00 %	100.00 %	100.00 %
Education / Training / Research	Count	8.00	7.00	15.00
	Expected count	7.82	7.18	15.00
	% within row	53.33 %	46.67 %	100.00 %
Environmental Sector	Count	2.00	5.00	7.00
	Expected count	3.65	3.35	7.00
	% within row	28.57 %	71.43 %	100.00 %
Manufacturing / Industry	Count	9.00	6.00	15.00
	Expected count	7.82	7.18	15.00
	% within row	60.00 %	40.00 %	100.00 %
Other	Count	7.00	4.00	11.00
	Expected count	5.73	5.27	11.00
	% within row	63.64 %	36.36 %	100.00 %
Public Sector	Count	1.00	4.00	5.00
	Expected count	2.61	2.39	5.00
	% within row	20.00 %	80.00 %	100.00 %
Services	Count	17.00	10.00	27.00
	Expected count	14.07	12.93	27.00

Table 118
Chi-Squared Tests

	Value	df	p		
		% within row	62.96 %	37.04 %	100.00 %
Total	Count		49.00	45.00	94.00
	Expected count		49.00	45.00	94.00
	% within row		52.13 %	47.87 %	100.00 %

Table 119
Chi-Squared Tests

	Value	df	p
X ²	9.323	7	.230
N	94		

Note. Continuity correction is available only for 2x2 tables.

3.5 Predictors of Green Orientation

To better understand which organizational characteristics drive the green transition, two multiple linear regression models were conducted. Regression modelling allows assessment of how well a set of predictors jointly explain variations in an outcome, and determines the unique contribution of each predictor when controlling for others. In line with the research questions, the models examined how organizational practices, perceived barriers, and available resources influence (a) the perceived importance of becoming green and (b) organizational readiness to take green action. For Model 1, the dependent variable was **Importance of Green Transition**, and predictors included **Green Practices Score, Barriers Score, Resources Score**, and organizational characteristics (**Country, Sector, Organization Size**). For Model 2, the dependent variable was **Readiness to Take Green Steps**, and predictors included **Green Practices Score, Resources Score**, and organizational characteristics (**Country, Sector, Organization Size**). The **Barriers Score was excluded from Model 2**, as it showed no significant association with readiness in the correlation analysis ($r = -0.072$, $p = .494$), thereby reducing the risk of overfitting. Both models were estimated using the Enter method, and all assumptions of linear regression (normality, linearity, homoscedasticity, and multicollinearity) were assessed prior to interpretation.

3.5.1 Regression Model 1: Predicting the Importance of Becoming Green

A multiple linear regression analysis was conducted to examine whether current green practices, perceived barriers, available resources, country, sector, and organization size predicted the perceived importance of becoming greener over the next two years. The model was statistically significant, $F(16, 76) = 3.14$, $p < .001$, explaining **39.8% of the variance** in importance ($R^2 = .398$; **Adjusted $R^2 = .271$**). This indicates that the included predictors collectively contribute to explaining how important organizations consider the green transition.

Among the predictors, **the Green Practices Score emerged as the strongest positive predictor** of importance, $b = 0.26$, $\beta = .55$, $p < .001$. This suggests that the

greener initiatives an organization has already implemented, the more important it considers continuing the green transition.

Country differences were partially observed. Italian organizations reported significantly lower importance ratings relative to Greek organizations (reference group), **b = -0.71, p = .008**. Sector differences were also observed: organizations in the **Environmental Sector** rated the importance significantly higher than others, **b = 1.00, p = .024**.

In contrast, **neither perceived barriers (p = .560) nor available resources (p = .473)** significantly predicted perceived importance. Organization size and most sectors were also non-significant (ps > .05). These results suggest that perceiving sustainability as important may not depend on structural capacity or difficulty, but on **actual experience with green implementation**.

Inspection of multicollinearity statistics confirmed that regression assumptions were met (all **VIF < 2**, indicating no multicollinearity concerns).

The perceived importance of sustainability appears to be driven primarily by **what organizations are already doing**, rather than by their resources or the barriers they face. In other words, **organizations tend to value green transition more after they have begun implementing green practices**, suggesting that practical engagement may motivate more than external conditions.

Linear Regression

Table 120

Model Summary - E2: On a scale from 1 (Not important) to 5 (Extremely important), how important is becoming green for your organization in the next 2 years?

Model	R	R ²	Adjusted R ²	RMSE	R ² Change	df1	df2	p
M ₀	0.000	0.000	0.000	1.000	0.000	0	92	
M ₁	0.631	0.398	0.271	0.854	0.398	16	76	< .001

Note. M₁ includes Q7: GREEN PRACICE SCORE, Q8: BARRIERS SCORE, Q23: RESOURCES SCORE, Country, Sector of activity, Type and size of your organization

Table 121

ANOVA

Model		Sum Squares	of	df	Mean Square	F	p
M ₁	Regression	36.63		16	2.289	3.142	< .001
	Residual	55.37		76	0.729		
	Total	92.00		92			

Note. M₁ includes Q7: GREEN PRACICE SCORE, Q8: BARRIERS SCORE, Q23: RESOURCES SCORE, Country, Sector of activity, Type and size of your organization

Note. The intercept model is omitted, as no meaningful information can be shown.

Table 122
 Coefficients

Model		Unstandardized	Standard Error	Standardized ^a	t	p	95% CI		Collinearity Statistics	
							Lower	Upper	Tolerance	VIF
M ₀	(Intercept)	4.000	0.104		38.575	< .001	3.794	4.206		
M ₁	(Intercept)	3.051	0.548		5.571	< .001	1.960	4.141		
	Q7: GREEN PRACTICE SCORE	0.261	0.063	0.551	4.121	< .001	0.135	0.387	0.666	1.502
	Q8: BARRIERS SCORE	0.076	0.130	0.065	0.585	.560	-0.183	0.335	0.800	1.250
	Q23: RESOURCES SCORE	-0.076	0.106	-0.092	-0.721	.473	-0.288	0.135	0.700	1.429
	Country: (Italy)	-0.706	0.259		-2.720	.008	-1.222	-0.189	0.749	1.334
	Country: (Turkey)	-0.250	0.293		-0.853	.396	-0.833	0.333		
	Sector of activity: (Chamber/Professional body)	0.357	0.577		0.619	.538	-0.792	1.506	0.905	1.105
	Sector of activity: (Education / Training / Research)	0.162	0.390		0.414	.680	-0.616	0.939		
	Sector of activity: (Environmental Sector)	0.996	0.432		2.305	.024	0.136	1.856		
	Sector of activity: (Manufacturing / Industry)	0.377	0.384		0.983	.329	-0.387	1.142		
	Sector of activity: (Other)	-0.279	0.414		-0.674	.503	-1.103	0.545		
	Sector of activity: (Public Sector)	-0.508	0.499		-1.018	.312	-1.502	0.486		
	Sector of activity: (Services)	0.201	0.366		0.550	.584	-0.527	0.930		
	Type and size of your organization: (Medium)	0.098	0.383		0.255	.800	-0.666	0.861	0.890	1.123

Table 122
Coefficients

Model	Unstandardized	Standard Error	Standardized ^a	t	p	95% CI		Collinearity Statistics	
						Lower	Upper	Tolerance	VIF
enterprise (50–249))									
Type and size of your organization: (Micro-enterprise (0–9 employees))	0.005	0.363		0.013	.990	-0.718	0.727		
Type and size of your organization: (Public Institution)	0.080	0.449		0.179	.859	-0.815	0.975		
Type and size of your organization: (Small enterprise (10–49))	0.436	0.377		1.156	.251	-0.315	1.188		

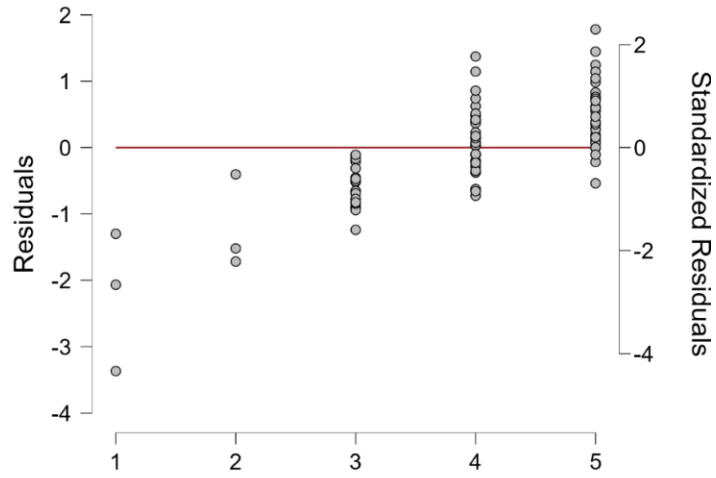
^a Standardized coefficients can only be computed for continuous predictors.

Table 123
Part And Partial Correlations

Model		Partial	Part
M ₁	Q7: GREEN PRACTICE SCORE	0.427	0.367
	Q8: BARRIERS SCORE	0.067	0.052
	Q23: RESOURCES SCORE	-0.082	-0.064
	Country:	0.298	0.242
	Sector of activity:	0.376	0.315
	Type and size of your organization:	0.202	0.160

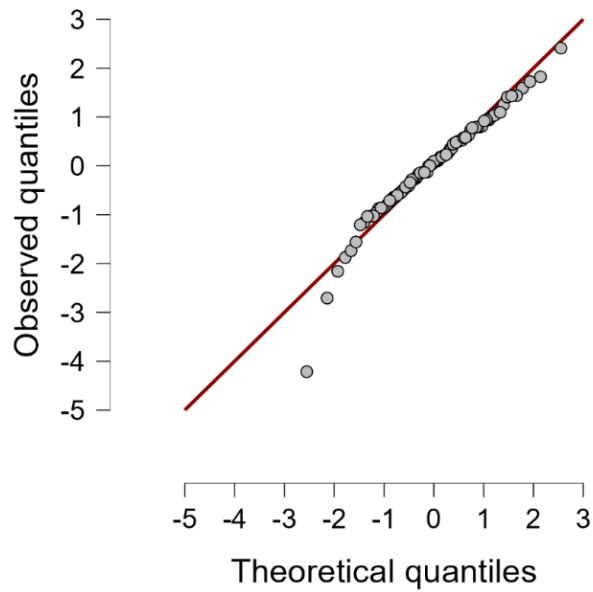
Note. The intercept model is omitted, as no meaningful information can be shown.

Figure 23
Residuals vs. Dependent



Note. CREDIT Survey data, 2025

Figure 24
Q-Q Plot Standardized Residuals



Note. CREDIT Survey data, 2025

3.5.2 Regression Model 2: Predicting Readiness to Take Green Steps

A multiple linear regression analysis was conducted to examine whether green practices, available resources, country, sector, and organization size predicted perceived readiness to take green steps (E3). The overall model was statistically significant, $F(15, 78) = 4.18, p < .001$, and explained **44.6% of the variance** in readiness ($R^2 = .446$; **Adjusted $R^2 = .339$**). This indicates that the included predictors meaningfully account for differences in how ready organizations feel to advance their green transition.

The **Green Practices Score** was a significant positive predictor of readiness, $b = 0.15, \beta = .31, p = .017$, suggesting that organizations already implementing a higher number of green practices tend to feel more ready to take further green steps. In contrast, the **Resources Score** was not a significant predictor, $b = 0.15, p = .170$, indicating that having more formal resources (e.g., budget, sustainability officer, tools) does not necessarily translate into higher perceived readiness.

Significant sectoral differences also emerged. Organizations classified as **Chambers/Professional Bodies** reported significantly lower readiness compared to the reference group, $b = -1.27, p = .029$, suggesting that these intermediary organizations feel less prepared to implement green changes internally. Other sector categories, country (Italy, Turkey), and organization size did not reach statistical significance (all $ps > .05$), although some showed trends in the expected direction (e.g., medium-sized enterprises and manufacturing organizations tending to report somewhat lower readiness).

Inspection of collinearity statistics indicated no multicollinearity concerns (all **VIF < 1.6**), and model assumptions appeared to be met.

Overall, this model shows that **readiness is primarily behavior-driven**: organizations feel more ready when they are already *doing* green practices, rather than simply having more resources on paper. Chambers and professional bodies, despite their supporting role in the ecosystem, appear to feel comparatively unprepared themselves, pointing to a key target group for capacity-building within CREDIT project.

3.6 Training Needs and Implications for Toolkit

3.6.1 Previous Training on Green Tools

Responses first examined whether organizations or their staff had previously received or provided training related to green tools or policies. Results showed that the sample was almost evenly divided: **47.9% of participants reported having some kind of green-related training experience**, while **52.1% reported no prior exposure**. This indicates that formal training on sustainability tools is **not yet widespread**, and many organizations may still lack structured knowledge or capacity-building in this area.

Training Methods Used

Among respondents who had received or offered training, the reported methods were highly varied. Descriptions included:

- Webinars and online conferences

- Group training sessions or workshops
- Informational emails and newsletters
- Sessions delivered by external experts
- Field-based or nature education initiatives
- Seminars, info sessions, professional briefings

The range of answers suggests there is **no standardized or dominant method** of delivering training. Rather, training appears to occur in a fragmented and opportunistic manner, often relying on informal channels such as emails or brief information exchanges, supplemented occasionally by workshops or webinars.

Interpretation

Overall, the findings imply that while training on green tools does exist, it lacks structure, consistency, and professional specialization. The absence of a clear training model highlights a **need for systematic, practical, and accessible formats**, especially those tailored to professional contexts rather than informal awareness-raising. This creates a strong rationale for developing a more coherent instructional approach within the CREDIT Toolkit.

Table 124
Descriptive Statistics

	D1: Have you or your staff, ever provided or received information/training on the implementation of green tools or policies?	D1: If yes, which method was used?
Valid	94	45
Missing	0	49

Table 125
Frequencies for D1: Have you or your staff, ever provided or received information/training on the implementation of green tools or policies?

D1: Have you or your staff, ever provided or received information/training on the implementation of green tools or policies?	Frequency	Percent	Valid Percent	Cumulative Percent
No	49	52.1	52.1	52.1
Yes	45	47.9	47.9	100.0
Missing	0	0.0		
Total	94	100.0		

Table 126
Frequencies for D1: If yes, which method was used?

D1: If yes, which method was used?	Frequency	Percent	Valid Percent	Cumulative Percent
20 yrs professional practice, webinar	1	1.1	2.2	2.2
Email and newsletter	1	1.1	2.2	4.4
External experts	1	1.1	2.2	6.7

Table 126
 Frequencies for D1: If yes, which method was used?

D1: If yes, which method was used?	Frequency	Percent	Valid Percent	Cumulative Percent
Face-to-face group trainings are provided to employees on waste separation, occupational safety, and environmental management.	1	1.1	2.2	8.9
Farmer training, field days, regional agricultural consultancy	1	1.1	2.2	11.1
General Info Sessions	1	1.1	2.2	13.3
General info mail	1	1.1	2.2	15.6
Group Training	1	1.1	2.2	17.8
Group training	2	2.1	4.4	22.2
Group training sessions	1	1.1	2.2	24.4
Group training sessions about environmental sustainability. Green workshops.	1	1.1	2.2	26.7
Group training, seminars	1	1.1	2.2	28.9
Information emails, Webinar	1	1.1	2.2	31.1
Information sessions, webinar, training	1	1.1	2.2	33.3
Information training, group training, and workshop training	1	1.1	2.2	35.6
Informational email, workshop	1	1.1	2.2	37.8
Mail	1	1.1	2.2	40.0
Nature education and guided informational tours were provided for visitors. Youth nature camps were organized and nature training was given.	1	1.1	2.2	42.2
Online conference	1	1.1	2.2	44.4
Other	1	1.1	2.2	46.7
Panels, seminars, and in-service trainings are organized for members.	1	1.1	2.2	48.9
There is also too much material. It becomes difficult to understand whether the contents are generic information or are really useful in gathering information that leads to a path ending with something concrete	1	1.1	2.2	51.1
Through informational training provided by the Ministry of Health	1	1.1	2.2	53.3
Training	1	1.1	2.2	55.6
Training course through Erasmus+	1	1.1	2.2	57.8
Training, webinars, and informational emails.	1	1.1	2.2	60.0
WEBINAR	1	1.1	2.2	62.2
Webinar	2	2.1	4.4	66.7
Yes, via email	1	1.1	2.2	68.9
ZOOM TRAINING	1	1.1	2.2	71.1
Zero-waste education for students and parents, waste battery competitions, energy-saving campaigns	1	1.1	2.2	73.3
email	1	1.1	2.2	75.6
group training	1	1.1	2.2	77.8
informational email	2	2.1	4.4	82.2

Table 126
Frequencies for D1: If yes, which method was used?

D1: If yes, which method was used?	Frequency	Percent	Valid Percent	Cumulative Percent
informational email, group training, webinar, workshop, other	1	1.1	2.2	84.4
informational emails and information on the dedicated page of the website	1	1.1	2.2	86.7
online research, email	1	1.1	2.2	88.9
person-to-person	1	1.1	2.2	91.1
through all the information channels listed	1	1.1	2.2	93.3
training	1	1.1	2.2	95.6
webinar, training	1	1.1	2.2	97.8
webinar, workshop	1	1.1	2.2	100.0
Missing	49	52.1		
Total	94	100.0		

3.6.2 Institutional Requests from Authorities

A second item explored whether organizations had ever been contacted by a public authority (government or regional body) for training or participation in green initiatives. Responses showed that **slightly more than half of the sample (51.1%) reported no prior contact** from authorities. Only **29.8% indicated having been contacted**, while **19.1% were unsure**.

Interpretation

These findings suggest a **limited and inconsistent involvement of public authorities in supporting organizational upskilling for the green transition**. The fact that one in five respondents were unsure indicates either a lack of transparency within organizations or that such initiatives are not clearly communicated. Overall, the data points to a **missing link between policy-level structures and bottom-up implementation**.

This reinforces the need for:

- **Clearer government outreach and collaboration mechanisms**
- **Institutional partnerships for training dissemination**
- **Greater visibility of public initiatives targeting green competencies**

Such results justify the role of the CREDIT project in **bridging the gap between policy intentions and organizational practice**, particularly through structured training provision and dissemination channels.

Table 127
Descriptive Statistics

D2: Has any relevant government or regional authority ever contacted your organization for training or participation in initiatives?	
Valid	94

Table 127
Descriptive Statistics

D2: Has any relevant government or regional authority ever contacted your organization for training or participation in initiatives?	
Missing	0

Table 128
Frequencies for D2: Has any relevant government or regional authority ever contacted your organization for training or participation in initiatives?

D2: Has any relevant government or regional authority ever contacted your organization for training or participation in initiatives?	Frequency	Percent	Valid Percent	Cumulative Percent
No	48	51.1	51.1	51.1
Not sure	18	19.1	19.1	70.2
Yes	28	29.8	29.8	100.0
Missing	0	0.0		
Total	94	100.0		

3.6.3 Training Topics of Interest

Participants were asked to indicate which training topics would be most useful for their organization in future capacity-building efforts. Across all options, the most frequently selected topic was **Circular Economy**, chosen by half of the respondents (50%). This was followed by **Environmental Compliance (45.7%)**, suggesting a demand for training aligned with regulatory frameworks. Other priorities included **Digital Tools for Sustainability (37.2%)**, **Sustainable Procurement (36.2%)**, and **Green Office Practices (36.2%)**. Less frequently selected were **ESG & Social Responsibility (30.9%)** and **Green Marketing (24.5%)**, indicating that communication and reporting-oriented themes are currently less prioritized.

Interpretation

These results highlight a clear preference for **hands-on, operational and regulation-focused training**, rather than outward-facing or branding-related topics. The interest in Circular Economy suggests that organizations are looking for **systemic, practical approaches for resource reuse, waste reduction, and process improvement**. The relatively high demand for environmental compliance may reflect internal uncertainty regarding mandatory obligations and emerging policy trends in the EU and beyond.

By contrast, comparatively lower interest in green marketing or ESG suggests that organizations may not yet be prioritizing external sustainability communication or formal sustainability reporting. This may also indicate that many organizations are still at an early stage of green transition, focusing on **internal transformation before external visibility**.

Table 129
Descriptive Statistics

	D3: Circular economy	D3: Green office practices	D3: Sustainable procurement	D3: Green marketing	D3: Environmental compliance	D3: Digital tools for sustainability	D3: ESG & Social Responsibility	D3: Other
Valid	47	34	34	23	43	35	29	3
Missing	47	60	60	71	51	59	65	91

Table 130
Frequencies for D3: Circular economy

D3: Circular economy	Frequency	Percent	Valid Percent	Cumulative Percent
Circular economy	47	50.0	100.0	100.0
Missing	47	50.0		
Total	94	100.0		

Table 131
Frequencies for D3: Green office practices

D3: Green office practices	Frequency	Percent	Valid Percent	Cumulative Percent
Green office practices	34	36.2	100.0	100.0
Missing	60	63.8		
Total	94	100.0		

Table 132
Frequencies for D3: Sustainable procurement

D3: Sustainable procurement	Frequency	Percent	Valid Percent	Cumulative Percent
Sustainable procurement	34	36.2	100.0	100.0
Missing	60	63.8		
Total	94	100.0		

Table 133
Frequencies for D3: Green marketing

D3: Green marketing	Frequency	Percent	Valid Percent	Cumulative Percent
Green marketing	23	24.5	100.0	100.0
Missing	71	75.5		
Total	94	100.0		

Table 134
Frequencies for D3: Environmental compliance

D3: Environmental compliance	Frequency	Percent	Valid Percent	Cumulative Percent
Environmental compliance	43	45.7	100.0	100.0
Missing	51	54.3		
Total	94	100.0		

Table 135
Frequencies for D3: Digital tools for sustainability

D3: Digital tools for sustainability	Frequency	Percent	Valid Percent	Cumulative Percent
Digital tools for sustainability	35	37.2	100.0	100.0
Missing	59	62.8		
Total	94	100.0		

Table 136
Frequencies for D3: ESG & Social Responsibility

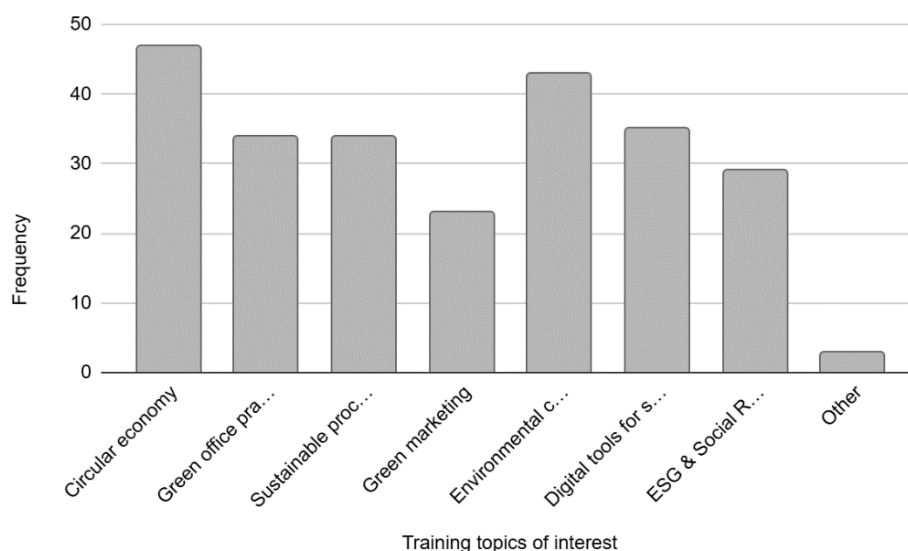
D3: ESG & Social Responsibility	Frequency	Percent	Valid Percent	Cumulative Percent
ESG & Social Responsibility	29	30.9	100.0	100.0
Missing	65	69.1		
Total	94	100.0		

Table 137
Frequencies for D3: Other

D3: Other	Frequency	Percent	Valid Percent	Cumulative Percent
Director not very involved so hard to say	1	1.1	33.3	33.3
Respect for common-use material recycling practices	1	1.1	33.3	66.7
Yeşil enerji	1	1.1	33.3	100.0
Missing	91	96.8		
Total	94	100.0		

Distribution Plots

Figure 25
Training topics of interest



Note. CREDIT Survey data, 2025

3.6.4 Type of Training Needed for Green Transition

Participants also identified the **type of support** they would need in future green training initiatives. The most frequently selected category was **Practical tools and strategies** (67.0%), followed closely by **Awareness and mindset change** (59.6%). Half of the sample (50.0%) expressed a need for **Technical knowledge**, while **Business model change** was selected by 42.6%. Only two respondents indicated “Other,” both emphasizing time availability and tailoring of training to specific organizational contexts.

Interpretation

These results confirm a clear preference for **hands-on, actionable training**, emphasizing immediately applicable solutions such as toolkits, procedures, and operational guidelines. At the same time, the high demand for **mindset change** suggests that organizations see cultural transformation as a prerequisite for successful green implementation. The interest in **business model change** reflects a recognition that sustainability is not only about operations, but also about strategic transformation and value creation.

Together with earlier results (D3), this pattern suggests that organizations want to **move beyond basic awareness**, but need structured guidance on **how to implement change, how to comply with regulations, and how to embed sustainability strategically**, rather than only learning communication or marketing aspects.

Table 138
Descriptive Statistics

	D4: Practical tools and strategies	D4: Awareness and change	D4: Technical knowledge	D4: Business model change	D4: Other
Valid	63	56	47	40	2
Missing	31	38	47	54	92

Table 139
Frequencies for D4: Practical tools and strategies

D4: Practical tools and strategies	Frequency	Percent	Valid Percent	Cumulative Percent
Practical tools and strategies	63	67.0	100.0	100.0
Missing	31	33.0		
Total	94	100.0		

Table 140
Frequencies for D4: Awareness and mindset change

D4: Awareness and mindset change	Frequency	Percent	Valid Percent	Cumulative Percent
Awareness and mindset change	56	59.6	100.0	100.0
Missing	38	40.4		
Total	94	100.0		

Table 141
Frequencies for D4: Technical knowledge

D4: Technical knowledge	Frequency	Percent	Valid Percent	Cumulative Percent
Technical knowledge	47	50.0	100.0	100.0
Missing	47	50.0		
Total	94	100.0		

Table 142
Frequencies for D4: Business model change

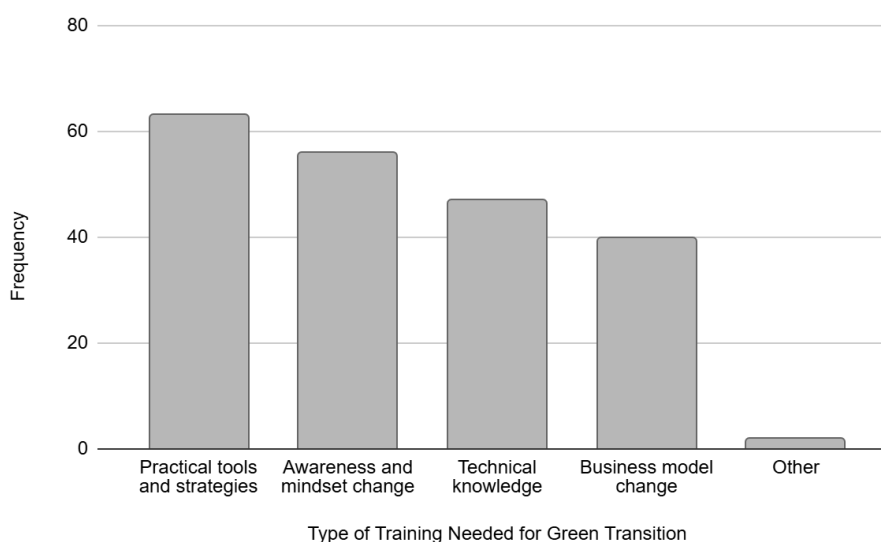
D4: Business model change	Frequency	Percent	Valid Percent	Cumulative Percent
Business model change	40	42.6	100.0	100.0
Missing	54	57.4		
Total	94	100.0		

Table 143
Frequencies for D4: Other

D4: Other	Frequency	Percent	Valid Percent	Cumulative Percent
Concrete projects tailored and adapted to the different company contexts	1	1.1	50.0	50.0
time	1	1.1	50.0	100.0
Missing	92	97.9		
Total	94	100.0		

Distribution Plots

Figure 26
Type of Training Needed for Green Transition



Note. CREDIT Survey data, 2025

3.6.5 Skills Needed for Future Green Training

Respondents were also asked to specify the type of **skills focus** they would expect in future sustainability training. The most requested focus was **General sustainability awareness** (64.9%). Half of the sample (50.0%) requested **Specific technical green skills**, while **Cross-sector techniques** (i.e., transferable methodologies that apply to multiple sectors) were selected by 31.9% of respondents.

Interpretation

The high preference for **general sustainability awareness** demonstrates that many organizations still require a more foundational understanding of concepts before moving to advanced implementation. However, the equally strong interest in **specific technical skills** indicates that a large portion of organizations are ready to move into *operational and industry-specific application*. The fewer selections for **cross-sector**

techniques suggest that organizations prioritize either basics or targeted expertise rather than broad methodologies.

Together, these results confirm a **dual training need**:

1. **Introductory conceptual knowledge**, and
2. **Applied technical skills customized to the organization's operations**.

This combination implies that future training should **blend theory with practice**, scaffolding learning so organizations can progress from awareness to action, supported by sector-specific technical skills.

Table 144
Descriptive Statistics

	D5: General sustainability awareness	D5: Cross-sector techniques	D5: Specific technical green skills
Valid	61	30	47
Missing	33	64	47

Table 145
Frequencies for D5: General sustainability awareness

D5: General sustainability awareness	Frequency	Percent	Valid Percent	Cumulative Percent
General sustainability awareness	61	64.9	100.0	100.0
Missing	33	35.1		
Total	94	100.0		

Table 146
Frequencies for D5: Cross-sector techniques

D5: Cross-sector techniques	Frequency	Percent	Valid Percent	Cumulative Percent
Cross-sector techniques	30	31.9	100.0	100.0
Missing	64	68.1		
Total	94	100.0		

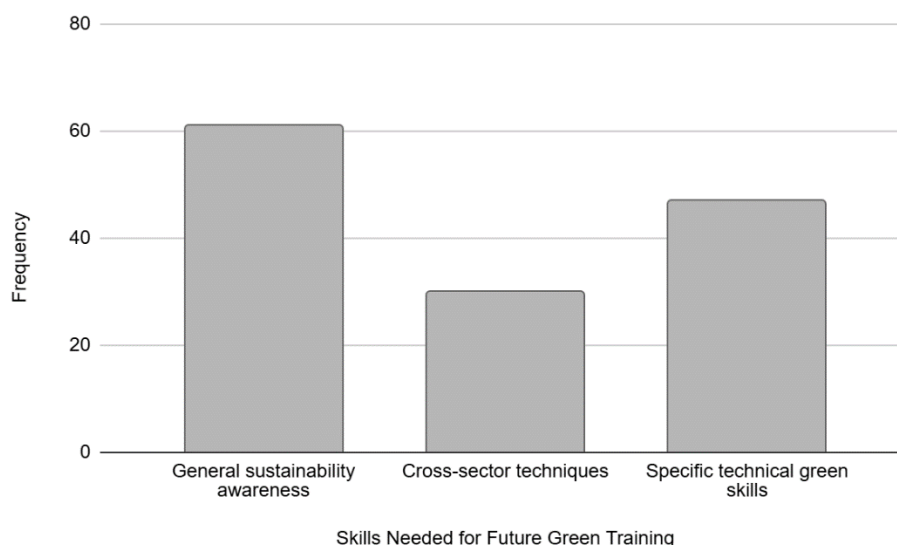
Table 147
Frequencies for D5: Specific technical green skills

D5: Specific technical green skills	Frequency	Percent	Valid Percent	Cumulative Percent
Specific technical green skills	47	50.0	100.0	100.0
Missing	47	50.0		
Total	94	100.0		

Distribution Plots

Figure 27

Skills Needed for Future Green Training



Note. CREDIT Survey data, 2025

3.6.6 Preferred Training Delivery Modes

Respondents were also asked to indicate their preferred format for receiving future green-skills training. The most frequently selected option was a **blended learning model** (53.2%), combining online and in-person elements. Nearly half of the participants expressed preference for **online self-paced formats** (47.9%), while 35.1% indicated a preference for **fully in-person training**. Live online sessions were selected by 29.8% of respondents, and only one participant proposed an alternative (“residential sessions at a sustainability camp”).

Interpretation

The results point to a strong desire for **flexible hybrid training**, allowing participants to mix asynchronous online content with hands-on or interactive components. This aligns with the earlier finding that organizations value **practical implementation skills**, which often require real-world tasks, demonstrations, or tailored sector guidance. The high selection of **online self-paced delivery** reflects training accessibility needs—many organizations require training that can fit around work schedules and resource constraints.

In contrast, fewer respondents preferred fully live or fully in-person delivery, suggesting that sustainability training should not rely exclusively on synchronous or location-dependent models unless content requires direct practice.

**Table 148**
Descriptive Statistics

	D6: Online (self-paced)	D6: Online (live sessions)	D6: In-person	D6: Blended	D6: Other
Valid	45	28	33	50	1
Missing	49	66	61	44	93

Table 149
Frequencies for D6: Online (self-paced)

D6: Online (self-paced)	Frequency	Percent	Valid Percent	Cumulative Percent
Online (self-paced)	45	47.9	100.0	100.0
Missing	49	52.1		
Total	94	100.0		

Table 150
Frequencies for D6: Online (live sessions)

D6: Online (live sessions)	Frequency	Percent	Valid Percent	Cumulative Percent
Online (live sessions)	28	29.8	100.0	100.0
Missing	66	70.2		
Total	94	100.0		

Table 151
Frequencies for D6: In-person

D6: In-person	Frequency	Percent	Valid Percent	Cumulative Percent
In-person	33	35.1	100.0	100.0
Missing	61	64.9		
Total	94	100.0		

Table 152
Frequencies for D6: Blended

D6: Blended	Frequency	Percent	Valid Percent	Cumulative Percent
Blended	50	53.2	100.0	100.0
Missing	44	46.8		
Total	94	100.0		

Table 153
Frequencies for D6: Other

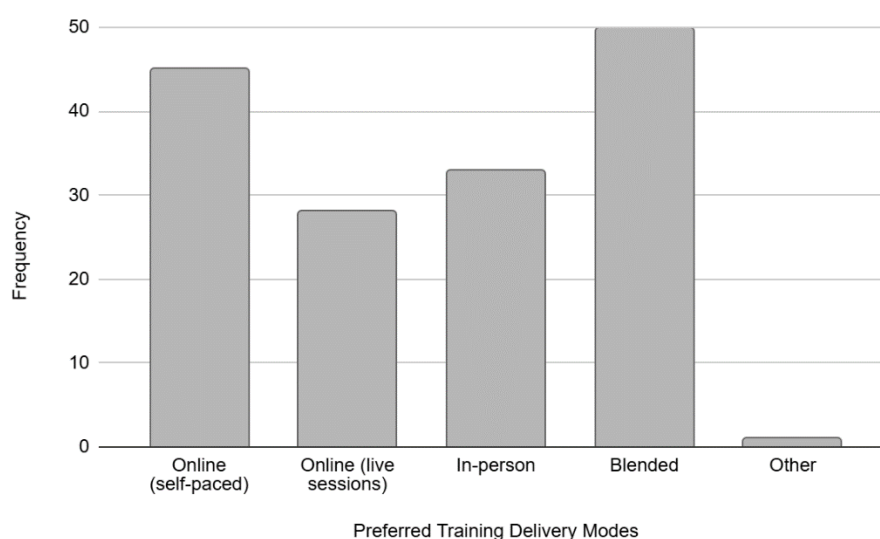
D6: Other	Frequency	Percent	Valid Percent	Cumulative Percent
residential sessions at Girotondo Basecamp	1	1.1	100.0	100.0
Missing	93	98.9		

Table 153
Frequencies for D6: Other

D6: Other	Frequency	Percent	Valid Percent	Cumulative Percent
Total	94	100.0		

Distribution Plots

Figure 28
Preferred Training Delivery Modes



Note. CREDIT Survey data, 2025

3.6.7 Summary of Training Needs and Toolkit Design Implications

Across all items related to training experience, topic priorities and delivery preferences, several consistent patterns emerged with direct implications for the CREDIT project toolkit. First, although almost half of respondents have previously received or provided some form of sustainability-related training, the delivery formats reported were highly fragmented (e.g., informal webinars, email-based information, occasional workshops). Furthermore, the majority of organizations **have never been contacted by public or regional authorities for sustainability training**, indicating a systemic gap in institutional outreach and coordinated capacity-building efforts.

When asked about the content of potential future training, respondents demonstrated a clear interest in **circular economy (50%)**, **environmental compliance (45.7%)**, and hands-on skills such as **digital tools for sustainability (37.2%)** and **sustainable procurement (36.2%)**. These interests reflect both a need for compliance-oriented understanding and applied operational knowledge. In terms of pedagogical focus, respondents prioritized **practical tools and strategies (67.0%)**, followed by **awareness and mindset change (59.6%)**, and **technical knowledge (50.0%)**. This

confirms that awareness alone is insufficient—organizational actors expect tangible support that enables real implementation.

Delivery mode preferences further reinforce this orientation toward applicability and flexibility. The majority of respondents favored a **blended learning format (53.2%)**, followed by **self-paced online learning (47.9%)**, while purely synchronous or exclusively in-person models received lower support. Such preferences suggest that scalable, flexible, and modular training formats are essential for meeting the needs of diverse organizations, including micro-enterprises and public bodies.

Key Toolkit Development Recommendations

Based on these findings, the CREDIT training toolkit should:

- **Prioritize practical implementation** through step-by-step tools, checklists, templates, and actionable case studies.
- **Provide foundational awareness modules**, but ensure they lead directly to practical applications.
- **Incorporate sector-specific optional content**, especially for sectors with lower readiness (e.g., Chambers/Professional Bodies).
- **Offer a blended and flexible delivery structure**, combining asynchronous e-learning with optional interactive components.
- **Integrate compliance, digital tools, and circular economy practices** as core thematic modules.
- **Position training as a starter pathway**, helping organizations take initial actions that build readiness.

3.7 Qualitative Insights from Open-Ended Questions

To complement the quantitative analyses, three open-ended items invited respondents to share their perspectives on (a) incentives for greening, (b) needed support and training, and (c) examples of good environmental practices. A total of **80 responses for incentives**, **77 for training needs**, and **72 for good practices** were analyzed through content categorization. Thematic patterns emerging from the data are presented below.

3.7.1 Opportunities and Incentives for Becoming Greener

Across cases, respondents highlighted **three main motivational drivers**:

1. **Economic incentives and competitiveness**, including cost reduction, new market advantages, certifications, or increased customer demand.
 - *“Being able to reduce costs and become increasingly competitive in the market.”*
 - *“Green certifications are a strong advantage.”*
2. **External policy and funding pressure**, especially from national incentives and European Green Deal regulations.

- “Policies such as the European Green Deal and carbon border tax on exports create strong motivation.”
- “State incentives for energy efficiency.”

3. **Ethical and environmental responsibility**, such as stewardship, public health, and social awareness.

- “A healthier environment passed on to future generations.”

These motivations reflect both **extrinsic, market-related opportunities** and **intrinsic commitment**, reinforcing research showing that sustainability adoption is not solely resource-driven but also value-driven (cf. OECD, 2023; European Commission, 2022).

3.7.2 Training, Support, and Tools Needed

Responses confirm the **demand for practical, accessible, and sector-adapted training**, consistent with quantitative trends. The following needs were most frequently identified:

Table 154
Examples of training needs based on open ended questions

Category	Illustrative examples
Practical guidance & tools	“Simplified green transition guides... hands-on training with sample projects.”
Technical skills and certifications	“Carbon footprint calculation and monitoring software training.”
Access to funding and incentives	“Free training for obtaining ISO certifications... funding covering at least 75% of equipment.”
Digital techniques for sustainability	“Digital tools for sustainable supply and export chains.”
Success stories and best practices	“Short modular training and case studies.”

Notably, respondents emphasized that **change cannot rely on training alone**, calling for **regulatory pressure and public provisions**, a perspective expressed clearly:

“Policies drive change. If plastic straws are banned, an alternative must be found.”

3.7.3 Examples of Inspiring Green Practices

Although some participants reported minimal experience, many described **local, practical initiatives** that demonstrate achievable green transformation. These ranged from **school composting, hospital solar systems, and sustainable tourism**, to **digitalization for paper reduction and advanced agricultural practices**.

Illustrative practices included:

- Solar energy adoption in hospitals and farms.

- Zero-waste school programs and recycling campaigns.
- Localized circular economy (e.g., reused agricultural by-products).
- Digitalization to eliminate paper use.
- Reward-based recycling systems.

These examples highlight a **bottom-up approach to green transition**, where incremental actions build momentum, particularly in **education, agriculture, tourism, and circular production**. This aligns with the project's emphasis on practical, community-based sustainability pathways.

4. Discussion

4.1 Summary of key findings

This study examined how diverse organisations across sectors and countries position themselves in relation to the green transition, focusing on their **current practices, perceived barriers and resources, awareness and responsibility, importance and readiness, and training needs**. Overall, the findings portray a landscape where **motivation and stated importance are high, actual readiness is more moderate, and practical engagement in green actions is a key driver of both importance and readiness**.

First, the descriptive analyses of green practices, barriers and resources revealed a **mixed but generally moderate level of engagement** with sustainability. The Green Practices Score showed that most organisations had adopted several green practices, with only a small minority reporting no action at all. At the same time, organisations reported **multiple perceived barriers**, most frequently scoring in the mid-range, suggesting that practical, financial, and knowledge-related obstacles are common rather than exceptional. In terms of resources, respondents more often reported **intangible or human resources**—such as employee motivation (47.9%) and leadership commitment (42.6%)—than **formal, structural resources**, such as a dedicated sustainability officer (22.3%) or a specific budget line for green transition (14.9%). Notably, around one-fifth of organisations indicated that **no specific resources** for sustainability were in place.

Second, indicators of **perceived importance and readiness** showed a clear gap between intention and capacity. The vast majority of respondents rated the **importance of becoming greener within the next two years (E2)** as high or very high, with only a small proportion assigning low importance. By contrast, **readiness to take green steps (E3)** was more modest: most organisations positioned themselves in the middle of the scale, and a non-trivial share reported low readiness. This pattern suggests that while the green transition is widely recognised as important, many organisations **do not yet feel fully equipped** to act accordingly.

Third, the findings on **awareness, external support and institutional roles** highlighted uneven policy reach and varying levels of organisational responsibility. Awareness of public funding or incentive schemes for green transition was far from universal: a substantial proportion reported being unaware or unsure of available schemes. A chi-square test showed a **significant association between awareness of funding and the presence of sustainability staff** ($\chi^2(6) = 19.74, p = .003$), indicating that organisations that are aware of public funding are more likely to employ dedicated (or at least partially dedicated) sustainability staff. The institutional-role questions further suggested that **academic and public institutions** are relatively active in offering educational or awareness-raising content on green transition, while **businesses** most frequently reported implementing concrete measures such as energy efficiency and waste management, and **chambers and promoters** tended to position themselves as intermediaries with specific needs (e.g. technical training for members, effective communication channels).

Fourth, the construction of three indices—**Green Practices Score**, **Barriers Score** and **Resources Score**—allowed for a more integrated view of organisational orientation. Correlation analyses showed that the Green Practices Score was **strongly and positively related to resources** and **moderately related to both importance and readiness**, whereas its association with barriers was non-significant. Interestingly, the Barriers Score showed **weak positive correlations** with both resources and importance, and no relationship with readiness. This indicates that organisations reporting more barriers are not necessarily less ready; rather, they may be more **aware and engaged**, simultaneously recognising both the importance of sustainability and the obstacles involved. The Resources Score correlated positively with both importance and readiness, suggesting that capacity and perceived opportunity do align to some extent, even if resources did not emerge as the dominant driver in the multivariate models.

Fifth, the **regression analyses** provided a more nuanced picture of what actually predicts perceived importance and readiness when controlling for country, sector and organisation size. In **Model 1 (Importance)**, the overall model was significant and explained a substantial portion of variance in importance ($R^2 = .40$, Adjusted $R^2 = .27$). The **Green Practices Score** emerged as the strongest and only robust continuous predictor: organisations that had already implemented more green practices rated the importance of becoming even greener significantly higher. Contextual effects were also evident: **Italian organisations** rated importance significantly lower than the Greek reference group, while organisations in the **environmental sector** reported significantly higher importance. Barriers and resources, as well as most sectoral and size categories, did not significantly predict importance once practices and country/sector controls were considered.

In **Model 2 (Readiness)**, the regression predicting readiness (E3) also yielded a significant model, explaining an even larger share of variance ($R^2 = .45$, Adjusted $R^2 = .34$). Again, the **Green Practices Score** was a significant positive predictor, indicating that organisations already engaged in more sustainable practices felt more ready to take further steps. A notable sectoral difference emerged: **chambers and professional bodies** reported significantly lower readiness than other sectors, even after controlling for other predictors. In contrast to expectations, the Resources Score did not reach significance in this model, and neither country nor organisation size showed robust effects. Taken together, the two models consistently indicate that **actual engagement in green practices, rather than merely having resources or facing fewer barriers, is the key driver of both perceived importance and readiness**.

Finally, the **training and capacity-building dimension** revealed important gaps and clear preferences relevant for adult education. Approximately half of the respondents had **never received or provided training** on green tools or policies, and more than half reported that **no public or regional authority had contacted their organisation** for training or initiatives. Among those who had some exposure, training modes were highly fragmented and often ad hoc (e.g. isolated webinars, informational emails, occasional workshops). When asked about future training priorities, respondents expressed strong interest in **circular economy, environmental compliance, digital tools for sustainability, and sustainable procurement**, as well as in **practical tools and strategies, awareness and mindset change, technical knowledge, and—less**

frequently—business model transformation. In terms of delivery formats, respondents clearly favoured **blended learning and self-paced online formats**, with in-person and live online sessions as complementary options rather than the primary mode.

These quantitative patterns were echoed in the open-ended questions, where respondents repeatedly highlighted financial incentives, access to public funding, clear and simplified guidance, and concrete “success stories” as key levers that would make green transition more feasible in their organisational reality.

In summary, the study shows that organisations across the participating countries are **motivated and increasingly engaged** in green transition, but remain **constrained by limited formal resources, fragmented policy support and uneven access to structured training**. Crucially, the data indicate that **doing green work**—implementing concrete practices—is what most strongly reinforces both the perceived importance of and readiness for the green transition, while barriers and resources play a more complex and sometimes counterintuitive role. The qualitative material further illustrates this dynamic, with many respondents framing green transition simultaneously as an ethical obligation and a business opportunity, yet stressing the need for very practical, context-sensitive support to move from intention to action. These patterns provide a clear empirical foundation for the subsequent interpretation considering existing literature and for designing adult education interventions within the CREDIT project.

4.2 Interpretation in Light of Literature and Policy Context

The findings of this study resonate with and extend a growing body of research on organisational engagement with the green transition within the European Union and beyond. Overall, they suggest that motivation to act sustainably is widespread across sectors, yet it does **not automatically translate into readiness or action** unless organisations already possess some degree of practical implementation experience. This pattern supports theoretical perspectives that conceptualise sustainability adoption as a **behaviour-driven learning process**, where organisations become increasingly aware of and committed to green transition once they have begun implementing tangible practices (Hart & Dowell, 2011; Schaltegger & Wagner, 2017). In other words, rather than perceptions shaping action, **action appears to shape perceptions**, reinforcing behavioural models of sustainability that emphasise experiential learning, organisational learning loops, and capability-building through practice rather than intention alone (Argyris & Schön, 1996; Lozano, 2015).

This interpretation also helps explain why perceived barriers did not diminish either readiness or perceived importance in our sample. Contrary to deficit-based assumptions—where barriers impede engagement—organisations reporting more obstacles also reported **higher importance** and comparable readiness levels. Similar patterns have been documented in policy and innovation studies, where the identification of barriers increases as organisations deepen their engagement with new technologies or practices (Rogers, 2003; Boon et al., 2020). Awareness of barriers can be seen as a **sign of literacy**, not resistance, and aligns with literature suggesting that

transition challenges become more visible only after first steps are taken (Kivimaa & Kern, 2016). In this sense, barriers can accompany progress rather than prevent it, which challenges policy narratives that focus solely on barrier removal as the primary mechanism of accelerating sustainability transitions.

The discrepancy between high perceived importance and more moderate readiness echoes multiple EU surveys identifying a gap between sustainability ambition and actionable capacity, especially among SMEs and public bodies (European Commission, 2023; OECD, 2020). This finding underscores the well-established observation that organisations may be **motivated but not structurally prepared**, lacking resources, funding mechanisms, strategic orientation, and dedicated staff (CEDEFOP, 2022; EEA, 2021). Yet our regression results challenge the assumption that additional resources automatically increase readiness. Although resources correlated positively with readiness and importance, they did **not predict readiness** when other factors were controlled. This suggests that resources alone are insufficient without **practical deployment**, an insight that supports EU initiatives prioritising competence development and capacity-building over purely financial support mechanisms (European Commission, 2022; CEDEFOP, 2021).

The role of sectoral variation further reinforces existing literature on sustainability unevenness. Environmental-sector organisations predictably assessed green transition as more important, while chambers of commerce reported significantly lower readiness. Chambers occupy an intermediary role, often disseminating knowledge without implementing organisational sustainability themselves (Brammer et al., 2012). Their low readiness highlights a persistent gap between **advocacy functions and internal organisational practice**, suggesting that transition policies must also address intermediary and support organisations—often excluded from educational initiatives and funding priorities but crucial for diffusion of sustainability practices within business ecosystems (Kivimaa et al., 2021).

Cross-country differences, particularly the lower importance rating among Italian respondents compared to Greek respondents, align with comparative EU studies reporting variability in sustainability prioritisation due to regulatory clarity, industry structure, and national investment landscapes (EEA, 2021; European Commission, 2023). This variation underscores the need for **context-sensitive adult education and green transition strategies**, acknowledging cultural, institutional and economic differences rather than assuming homogeneous uptake across Member States.

Training-related findings also correspond with growing European emphasis on **skills ecosystems** for green transition. The fact that nearly half of respondents had never received green training, coupled with fragmented learning formats (e.g. ad hoc webinars, sporadic workshops), mirrors EU reports on the shortage of structured, competency-based adult education on sustainability (CEDEFOP, 2022; OECD, 2021). Respondents favoured blended and self-paced formats, consistent with wider post-pandemic shifts in professional learning (European Commission, 2022), and prioritised topics aligned with GreenComp domains, especially circular economy, environmental compliance, sustainable procurement, and technical skills (Bianchi et al., 2023; European Commission Joint Research Centre, 2022). This alignment offers validation

for the EU Green Skills Agenda, which emphasises both transversal competences and specific technical knowledge.

Qualitative responses reinforce this picture by pointing to a dual demand for very concrete tools (e.g., calculation software, sector-specific guides, digital tracking systems) and for clear, simplified explanations of regulations and funding schemes, suggesting that many organisations are willing to act but struggle to navigate the complexity of the current policy and support landscape.

Taken together, the findings suggest that organisational sustainability is best fostered through **practice-oriented, sector-relevant, experiential training**, rather than solely informational or motivational programmes. Consistent with behaviour-centered sustainability models and EU policy emphasis, the data indicate that **practical engagement generates motivation**, not vice versa, and that adult education for sustainability must therefore cultivate **actionable competences**, not merely awareness. This reinforces the shift in EU policy from climate awareness campaigns towards competence-building frameworks, applied learning models, and sectoral green skills strategies. The diverse good-practice examples reported by respondents—from zero-waste school initiatives to solar-powered health facilities—also demonstrate that such practice-based learning is already emerging locally and can be scaled and mainstreamed through targeted adult education interventions.

4.3 Implications for Organisations and Adult Education

The results of this study carry several implications for organisations seeking to advance their green transition and for adult education providers designing training targeted at workplace sustainability. A central insight is that organisational motivation and readiness to go green are **driven by practical engagement**, rather than by attitude change or resource availability alone. This suggests that effective pathways toward sustainability require learning-by-doing approaches in which organisations begin with small, feasible actions and gradually build capacity through practice, rather than waiting to accumulate resources or eliminate perceived barriers.

4.3.1 Implications for Organisations

For organisations, the findings indicate that waiting for optimal conditions—such as funding, expertise, or staff roles—may delay rather than accelerate transition efforts. Given that more proactive organisations reported higher readiness and perceived importance of sustainability, engaging in even low-cost or low-complexity practices (e.g., waste reduction, energy efficiency, sustainable procurement) can stimulate internal motivation, enhance perceived relevance, and build organisational learning. Such incremental actions can initiate internal learning loops and cultivate employee engagement, eventually increasing structural commitment, such as appointing sustainability officers or allocating budgets. The good-practice examples described by respondents—such as small-scale solar installations, zero-waste programmes in schools, or paperless office initiatives—illustrate how relatively modest interventions can act as catalysts for broader organisational change.

The lack of predictive value of resources and barriers also implies that organisations should reframe sustainability challenges as **manageable elements of a gradual transition process** rather than prerequisites to be solved before action. Barriers may still require attention, but their presence should not be viewed as justification for postponement. Instead, strategic emphasis should be placed on low-threshold entry points that establish momentum and demonstrate tangible benefits, thereby fostering a culture of sustainability from within.

Sectoral variability highlights additional organisational implications. Chambers and intermediaries—despite their role in supporting others—reported significantly lower readiness. These organisations may require targeted capacity-building to strengthen their own internal practices, enabling them to model the behaviours they promote. Similarly, manufacturing and SMEs may benefit from tailored guidance that connects sustainability actions with business value, productivity, and compliance benefits, consistent with emerging European industrial sustainability policies (European Commission, 2023).

4.3.2 Implications for Adult Education and Training Providers

For adult educators and VET institutions, the findings emphasise the need to prioritise **action-oriented and sector-relevant programmes** that equip organisations to take concrete steps. Training should therefore focus less on general awareness or motivational messaging and more on applied competencies, such as:

- Practical implementation of circular economy strategies
- Sustainable procurement procedures
- Technical compliance and reporting
- Digital tools for monitoring and reducing environmental impact
- Sector-specific applications (e.g., low-waste manufacturing, green agriculture technologies)

The preference for blended and self-paced training formats suggests that flexibility and accessibility are critical features for successful adult learning in this domain. Programmes should integrate asynchronous modules with interactive sessions that allow discussion of challenges and contextual adaptation. Case-based learning, guided workshops, and applied toolkits may serve as effective pedagogical methods, enabling participants to relate training content directly to workplace implementation. This is consistent with respondents' requests for "success stories", modular examples and ready-to-use guides, which point to a strong appetite for learning that is immediately transferable to their own organisational context.

Additionally, training providers should consider providing **differentiated curricula by sector**, recognising that environmental organisations, public entities, SMEs, chambers, and industrial firms have varying roles, regulatory pressures, and internal capacities. For example, intermediary organisations may benefit from curricula focused on advisory skills, dissemination practices, and support mechanisms, while industrial enterprises may require technical or compliance-oriented training.

4.3.3 Strategic Implications for Green Transition Ecosystems

At a systemic level, these findings support the creation of **ecosystem-based training approaches** that link organisations, public bodies, and adult education providers within collaborative learning structures. As readiness appears to emerge from practice, not solely from motivation or resourcing, capacity-building efforts should aim to cultivate communities of practice, mentorship networks, and peer learning platforms where organisations can learn from others' real-world implementation. Such approaches align with EU strategies emphasising skills ecosystems and cross-sector collaboration as drivers of climate transition (CEDEFOP, 2022; European Commission, 2022). The diversity of initiatives described in the open-ended responses—spanning agriculture, tourism, healthcare, education and manufacturing—suggests that there is already a rich, but fragmented, reservoir of local knowledge that could be mobilised within such communities of practice.

4.4 Critical Reflection on the Non-Linear Relationship Between Barriers, Readiness, and Motivation

A striking finding of this study is that perceived barriers did not reduce organisational readiness to engage in green transition. This contradicts conventional models of behavioural change, which assume that high barriers hinder motivation and readiness to act (Ajzen, 1991; Rogers, 2003). Instead, the data suggest that organisations reporting more barriers may actually be **more engaged and more aware**, precisely because they are already implementing or planning sustainability practices.

This pattern implies a **reverse behavioural pathway**: rather than awareness → motivation → action, the results point to **action → awareness → motivation**. Organisations that have begun adopting green practices appear to gain motivation *from doing*, rather than from external encouragement or resource provision. This aligns with emerging literature arguing that environmental commitment grows through experiential learning, practical engagement and “learning by doing” models of sustainability transformation (Wals, 2010; Sterling, 2014). In this sense, barriers may become more visible *after* organisations begin transitioning, functioning less as obstacles and more as indicators of maturity or critical awareness. This was reflected in several open responses where participants simultaneously emphasised the costs and complexity of “green” options and, at the same time, framed them as unavoidable for long-term survival or competitiveness, suggesting that recognising barriers did not weaken, and in some cases strengthened, their commitment to transition.

Similarly, organisational resources did not predict readiness or perceived importance. This challenges assumptions that financial, technological or human capacity is a prerequisite for sustainability mobilization (Lozano, 2015). Instead, readiness emerged as a behavioural state, linked to internal practices and identity rather than structural capability. This suggests that fostering small, concrete sustainability actions may catalyse organisational commitment faster than large investments or strategic planning.

Consequently, the findings support a shift from **capacity-driven** to **practice-driven** models of green training and organisational transformation. Rather than treating

barriers and resources as gatekeepers, adult education and sustainability programmes should prioritize early practice, rapid prototyping, sector-specific actions and peer learning to cultivate readiness from the ground up.

5. Conclusions and Recommendations

5.1 Practical Recommendations for Training, Toolkit Design, and Policy

The findings from this study provide concrete guidance for designing sustainability-focused training and capacity-building tools for adult organisations. In addition to the quantitative findings, the recommendations are also informed by the rich qualitative insights provided in the open-ended questions, where respondents described concrete incentives, support needs and examples of good practice related to green transition. Based on the evidence, the following recommendations are proposed:

A. Prioritise Action-Based Learning Over Awareness-Only Training

Since readiness and perceived importance were strongly predicted by **existing green practices**, organisations appear to become motivated *by acting*, rather than by learning passively.

Recommendation:

- Develop training that guides participants to **implement small, practical green actions immediately** (e.g., waste reduction routines, eco-material choices, simple monitoring tools).
- Replace theory-only awareness sessions with **challenge-based modules, case simulations, and step-by-step operational exercises**.

B. Provide Sector-Specific Sustainability Guidance

The regression results showed **significant sector differences**, especially:

- **Chamber/Professional Bodies** showed significantly **lower readiness**.
- **Environmental sector organisations** evaluated green transition as more important.

Recommendation:

- Produce **customised toolkit modules** for sector realities (e.g., support tools for public service providers, procurement-focused solutions for chambers, digital sustainability practices for training institutions).
- Include examples, KPIs, templates and best practices tailored to **each sector's operational role**.

C. Shift Focus from Removing Barriers to Leveraging Motivated Actions

Barriers did **not reduce readiness or perceived importance**, suggesting they are not blockers but **side-effects of growing engagement**.

Recommendation:

- Do not design training to “fix” barriers first. Instead:

- Encourage organisations to **start small despite obstacles**.
- Help them map barriers as part of their learning and growth.
- Use barriers as **learning and benchmarking indicators**, not prerequisites.

D. Emphasise Practical Tools, Technical Skills, and Circular Models

Training preferences strongly favoured:

- **Practical tools and strategies (67%)**
- **Technical knowledge (50%)**
- **Circular economy training (50%)**

Recommendation:

- Make **practical toolkits the centrepiece**, including:
 - Templates (e.g., waste audit sheets, green procurement checklist)
 - Sector case studies and performance indicators
 - Digital tools for sustainability monitoring

Open responses strongly converged on similar needs, frequently mentioning simple guides, digital tools, and good-practice examples as the most useful forms of support for implementing green practices in real organisational contexts.

E. Design Blended Learning Models and Digital Entry Points

More than half (53%) preferred **blended training**, while **self-paced online learning (48%)** was also popular.

Recommendation:

- Offer a **hybrid approach**:
 - Introductory self-paced modules
 - Sector workshops with peer exchange
 - Follow-up support with digital tool access

F. Policy Implications

To accelerate adoption at a system level:

- **Public institutions should actively contact organisations**, since only **29.8%** had been reached.
- Provide **micro-grants, recognition labels, and local mentoring** rather than purely informational policies.

- Encourage **regional sustainability networks** where organisations share practices and co-learn.

Many respondents explicitly identified financial incentives, access to public funding, and clearer regulatory guidance as key drivers for action, suggesting that policy measures combining economic support with accessible information may be particularly effective.

*Policies and training should **help organisations begin acting first**, because action—not resources, not barrier reduction—is what creates readiness and importance.*

5.2 Limitations

This research was designed as an applied needs assessment within the context of an Erasmus+ partnership. Therefore, its scope and sampling strategy reflect the realities of project-based collaboration rather than the aim to produce nationally representative statistics. The findings should thus be interpreted in relation to the project's purpose of informing training and toolkit development for partner countries and similar European organisations.

First, the sample was drawn through **purposive and cluster-based sampling**, focusing on organisations connected to the partnership local networks in Greece, Italy, and Turkey. This design ensured access to relevant professionals who make sustainability decisions within their organisations, but it also means the results are **context-specific rather than nationally representative**. Such sampling is widely used in exploratory educational and organisational studies (Etikan, Musa, & Alkassim, 2016) and is appropriate for generating actionable insights.

Second, while the overall sample (N = 94) allowed for meaningful statistical modelling, some sectors and organisation types (e.g., chambers, public institutions) included relatively small clusters. These sub-sample sizes may partially shape observed sector trends. Nonetheless, the models provided clear patterns strong enough to inform capacity building in adult education and organisational support.

Third, several core constructs—such as barriers, importance, and readiness—were based on **self-reported perceptions**. Perception-based data are appropriate in research on organisational change since decisions about sustainability are influenced by attitudes as much as by resources (Lo et al., 2012). However, future research could integrate objective indicators (e.g., budgets, certifications) to complement perception data.

Finally, the cross-sectional design captures organisational readiness at one moment in time. Given our findings suggesting that green practices may lead to higher motivation and readiness, longitudinal research could provide deeper evidence on whether engagement stimulates further sustainability behaviour over time.

Overall, these characteristics are not methodological weaknesses but **natural features of applied research in adult education and organisational learning**. The results therefore offer a robust basis for developing practical tools and training programmes while also identifying directions for continued investigation.

5.3 Suggestions for Future Research

The results of this study highlight several promising pathways for further investigation. First, given the strong influence of **practical engagement in green practices on both motivation and readiness**, future research could adopt **longitudinal or experimental designs** to test whether introducing specific sustainability actions leads to measurable changes in organisational attitudes over time. Such designs would help verify the directionality implied in this study's findings: that behaviour may precede motivation and not only result from it.

Second, expanding research to more diverse European contexts may provide insights into how **policy frameworks, economic conditions, and sectoral ecosystems** shape green readiness across countries. Comparative studies involving public and private organisations, small enterprises, and educational providers could help clarify the contextual factors behind the country and sector differences observed in the regression models.

Third, future studies would benefit from incorporating **objective organisational indicators**, such as environmental certifications, sustainability reporting practices, or budgetary allocations for green initiatives. Combining objective data with perceived readiness and barriers would produce a richer, multi-dimensional understanding of sustainability capacity.

Finally, research could investigate the **effectiveness of targeted training interventions**, particularly those emphasising hands-on implementation rather than awareness raising alone. Evaluating training impacts on subsequent organisational behaviour would offer evidence-based guidance for adult education providers designing sustainability programmes.

Taken together, these directions would contribute to a more comprehensive and evidence-driven understanding of how organisations transition toward sustainability and how adult learning can accelerate this process.

Final Remarks

Overall, this study provides empirical evidence that organisational sustainability is driven less by structural resources and more by the **experience of engaging in practical green actions**. By highlighting the central role of implementation in shaping both motivation and readiness, the findings contribute to emerging research emphasising “learning by doing” in organisational sustainability transitions. Although exploratory and based on a geographically focused sample, the study provides meaningful insights for adult education, policy, and organisational development. It suggests that effective capacity-building requires not only knowledge transfer but also **hands-on opportunities to experiment with sustainable practices**, tailored to sectoral contexts. These insights offer a foundation for more evidence-based training and toolkit development to support Europe's green transition. The qualitative material gathered through the open questions also shows that organisations already possess a wide range of locally grounded ideas and examples of green transition; future toolkits

and training can build on this existing experiential knowledge, helping to connect and upscale promising practices across sectors and countries.

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Appendices

Appendix A – Questionnaire

CREDIT Project

Green Skills & Practices Survey

Target Group: Entrepreneurs, Employees, Trainers, Educators in Green Business or Adult Education.

This questionnaire has been developed within the framework of the European project **CREDIT – Circular Economy Transition for Sustainable Green Skills**, which is implemented under the **Erasmus+ KA210-ADU – Small-scale Partnerships in Adult Education** program (Project Code: **2024-1-EL01-KA210-ADU-000251741**).

The aim of this survey is to identify the needs, practices and barriers faced by businesses, employees and educators in the field of adult education regarding the green transition. The findings will support the development of a practical Toolkit and training materials to foster sustainable green skills.

The survey is being conducted in **Greece, Italy** and **Turkey** by the following partner organisations:

- **SOCIAL, INNOVATIVE, SUSTAINABLE AND EDUCATIONAL RESEARCH ASSOCIATION IN GREECE** (Coordinator, OID: E10264578)
- **AKDENİZ PANORAMA DERNEĞİ** (Turkey, OID: E10316174)
- **OFFICINE EUROPA APS** (Italy, OID: E10364174)

All responses will remain **anonymous**, will be used exclusively for the purposes of this project, and will not be shared with any third parties.

Your participation is **voluntary and highly valued**, as it directly contributes to developing tools and knowledge that will support organisations and professionals in the transition to a more sustainable future.

Thank you very much for your time and contribution!

Section A: General Information

1. Country: _____

2. Name of your organization (optional): _____

3. Type of organization:

- Private business
- Social enterprise
- Adult education provider
- NGO
- Public sector body

- Higher Education Institution
- Chamber of Commerce/Trade Union
- Other: _____

4. Your role in the organization:

- Owner / Director
- Employee
- Trainer / Advisor / Educator
- Policy Maker/Official
- Other: _____

5. Type and size of your organization:

- Micro enterprise (0–9 employees)
- Small enterprise (10–49)
- Medium enterprise (50–249)
- Large enterprise (250+)
- Public Institution
- Other: _____

6. Sector of activity:

- Manufacturing/Industry
- Services
- Agriculture / Food
- Education / Training/Research
- Public Sector
- Environmental sector
- Chamber/Professional body
- Other: _____

Section B: Green Practices and Current Status

7. Which of the following green practices are currently implemented in your organization? (select all that apply)

- Recycling
- Energy saving actions
- Water saving or monitoring
- Digital transformation to reduce paper/waste
- Eco-friendly materials
- Green procurement
- Sustainable transport
- Promotion of green values

- None
- Other: _____

8. What are the main barriers to adopting more green practices? (select up to 3)

- Lack of knowledge
- High cost
- Low staff engagement
- Lack of time
- Lack of incentives
- Technical complexity
- Other: _____

9. Are you aware of public funding or incentive schemes for green transition?

- Yes No Not sure

10. Has your organization received external support for green practices? (e.g., grants, consulting)

- Yes
- No
- Not sure

11. Does your organization employ staff dedicated to sustainability?

- Yes
- No
- Partially
- Not sure

Section C: According to your status of organization please answer to the next set of questions or skip them relatively

[Academic Institutions Only]

12. Does your institution currently offer research, advisory or educational content related to green transition?

- Yes No Planning

[Public Institutions / Municipalities Only]

13. Have you implemented or supported any local or regional awareness campaign or incentive for green practices?

- Yes No Planning

[Businesses / Industry Only]

14. What green technologies or practices have you already implemented?

- Energy efficiency
- Waste management
- Green certifications



- None yet
- Other: _____

[Chambers / Professional Bodies Only]

15. What are your members' most pressing needs to support green transition?

- Funding
- Legal guidance
- Technical training
- Market access
- Other: _____

[Promoters / Disseminators]

16. What communication channels are most effective for raising awareness on green skills/tools?

- Social media
- Public workshops
- Newsletters
- Educational networks
- Other: _____

Section D: Training Needs and Preferences (According to your opinion, please answer to the following)

17. Have you or your staff, ever provided or received information/training on the implementation of green tools or policies?

If yes, which method was used? (e.g. general information email, group training sessions, other, webinar, workshop)

18. Has any relevant government or regional authority ever contacted your organization for training or participation in initiatives?

- Yes No Not sure

19. What topics are most interesting for your team? (select up to 3)

- Circular economy
- Green office practices
- Sustainable procurement
- Green marketing
- Environmental compliance
- Digital tools for sustainability
- ESG & Social Responsibility
- Other: _____

20. What type of skills development is more useful for your context?

- Practical tools and strategies

- Awareness and mindset change
- Technical knowledge
- Business model change
- Other: _____

21. What level of green skills is most relevant?

- General sustainability awareness
- Cross-sector techniques
- Specific technical green skills

22. Preferred training format:

- Online (self-paced)
- Online (live sessions)
- In-person
- Blended
- Other: _____

Section E: Commitment and Readiness

23. What resources does your organization currently have for green initiatives?
(select all that apply)

- Budget
- Sustainability officer
- Digital tools
- Leadership commitment
- Employee motivation
- None
- Other: _____

24. On a scale from 1 (Not important) to 5 (Extremely important), how important is becoming green for your organization in the next 2 years?

- 1 2 3 4 5

25. On a scale from 1 to 5, how ready is your organization to take green steps?

- 1 2 3 4 5

Section F: Open Reflections

26. What do you see as the biggest opportunity or incentive for becoming greener?

27. What kind of training, support or tools would make it easier for your organization to apply green practices?

28. Please share any good practices or inspiring examples of green transition you've experienced or seen.



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