Blueprint for advanced skills & trainings in the social economy

NATIONAL SYNTHESIS FOR FRANCE

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baSE

Project information

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Introduction to national synthesis

This document was written as part of the baSE project – *Blueprint for Advanced Skills and Training in the Social Economy*. This project focuses on competence mismatches for the upskilling and reskilling of social economy practitioners, managers and supporters, and contributes to a new strategic approach (Blueprint) to sectoral cooperation on the supply of competences for new or updated occupational profiles in the social economy sector. The baSE project involves 25 partners (social economy federations, umbrella organisations and support structures, higher education and vocational education and training providers, research institutions and sector experts) from 10 European countries (Belgium, France, Germany, Greece, Ireland, Italy, Poland, Romania, Slovenia and Spain) forming an alliance for sectoral cooperation on competences for the social economy and proximity ecosystem.

Each partner country was asked to write a national synthesis, documenting first the current state, issues and perspectives of the social economy in their country, secondly the competences, skills and training needed to support the social economy ecosystem, and thirdly recommendations addressed to national and European institutions. The 10 national syntheses were afterwards fed into an extended research study in order to understand, at the European level, the needs of social economy organisations in terms of reskilling and upskilling to effectively face the green and digital transition as well as the inclusiveness challenge.

The research report as well as the national syntheses are available on the baSE project website:

socialeconomyskills.eu/resources

1. Social economy in France: current state, issues and perspectives

In France, the social economy is better known in France as the “social and solidarity economy” (ESS in French or SSE in English).

Two notions compose the social and solidarity economy:

1. The social economy is defined by the statutes of the organisations within it – associations, cooperatives, mutuals and foundations. They uphold the primacy of people over return on capital and practice shared governance. The social economy is rooted in the workers’ movement of the 19th century and its resistance to the productivist logic of the industrial revolution. Faced with their precarious living conditions, and inspired by utopian socialist thinkers such as Henri de Saint-Simon and Charles Fourier, workers organised themselves and created mutual benefit societies, community dining rooms and workers’ cooperatives.
2. The solidarity economy brings together organisations whose primary objective is social utility. It was born in the 1970s to meet the new needs of the population, especially those affected by unemployment and social exclusion. Its actors provide answers to these concerns through, for example, enterprises to provide integration through economic activity (IAE – insertion par l’activité économique) and social enterprises. In addition, they offer other ways of producing, consuming and exchanging, such as fair trade or the maintenance of peasant agriculture that respects the environment.

However, it was not until 2014 that the social and solidarity economy was properly defined in law, allowing this form of economy to be recognised and developed. The law of 31 July 2014 sets out an initial definition and organises the national and regional representation of the SSE. The enterprises of the social and solidarity economy are defined by their respect for and implementation of the principles defined in this law:

- A goal pursued other than profit sharing alone;
- Democratic governance, defined and organised by the statutes, providing for the information and participation [...] of the partners, employees and stakeholders in the achievements of the company and whose expression is not only related to their capital contribution or the amount of their financial contribution;
- Management in accordance with the following principles:
  - The profits are mainly devoted to the objective of maintaining or developing the business activity;
  - The mandatory minimum financial reserve cannot be distributed; in the event of liquidation or dissolution, any remaining “surplus” is transferred either to another company of the social and solidarity economy, or under the conditions provided

for by the special laws and regulations governing the category of private-law legal entities subject to liquidation or dissolution.

Current context

France is among the EU Member States that have a law on social and solidarity economy (the law of 31 July 2014 establishing the above-mentioned definition), a structured dialogue with SSE organisations (via the French Social and Solidarity Economy Chamber, ESS-France) and various support and promotion mechanisms. The social and solidarity economy is a "model of undertaking and of developing economic activities adapted to all areas of human activity to which private legal entities belong", as defined in Article 1.

- ***Associations:***

Associations are governed by the law of 1 July 1901, or the law of 1908 for associations located in the Bas Rhin, Haut Rhin and Moselle. The law of 31 July 2014 on SSE clarifies and adds certain provisions to the legislative and legal framework of associations, such as associative volunteering (Article 64), associative titles (Article 70), and the local support system (Article 61).

- ***Cooperatives:***

A cooperative is a company formed by several persons voluntarily united to meet their economic or social needs by their joint effort and the establishment of the necessary means, "as defined in Article 24 of the Law of 31 July 2014 amending the Law of 10 September 1947 on the status of cooperation". There are several forms of cooperative including cooperative workers' production societies (otherwise known as cooperative and participative societies – **SCOPs**) and cooperative companies of collective interest (**SCICs**).

- ***Mutuals:***

A mutual is a group with civil capacity, whose creation is subject to declaration. The status of the mutual is based on the principle of self-management. It pursues a non-profit purpose in the interest of its members, through the payment of a contribution, to provide actions of providence, solidarity and mutual assistance (see the Mutuality Code). There are two main types of mutuals: **mutual insurance companies** (*sociétés d'assurances mutuelles ou mutuelles d'assurances*) and **mutuals and unions practicing prevention, social action and management of health and social achievements**, which manage collective insurance policies covering health risks (illness, dependency, death, etc.).

- ***Foundations:***

Foundations: A foundation refers to the act by which one or more natural or legal persons resolve to irrevocably assign property, rights or resources to the non-profit realisation of a work of general interest (Article 18 of the Act of 23 July 1987). Foundations are therefore legal persons of private law with a non-profit purpose. There are different types of foundations: **foundations of public utility, "shelter" foundations, company foundations, foundations for scientific cooperation, university foundations and endowment funds**.

- ***Commercial companies of the social and solidarity economy:***

Article 1 of the Law of 31 July 2014 on the SSE opens the scope of the SSE to commercial companies which respect, as the other companies of the ESS, the founding principles.

The care sub-sector is the main sub-sector of the social economy in France since it represents 46.9% of SE employment as a whole. Nevertheless, care establishments represent only 18.7% of all SE employers. The SE is central within the care sub-sector in France as it represents 35.2% of employment of this sub-sector, while public institutions account for 44.4% and private for-profit enterprises 20.3%.

The social economy has been a key player in the care sub-sector for a long time. Indeed, the mutualist movement grew up to respond to the social issues of the 19th century. Faced with mass poverty, citizens joined together to create the first solidarity organisations. In 1902, the first meeting of the *Fédération nationale de la mutualité française* (FNMF) was held, moving mutuality away from the trade union movement. In 1945, social action underwent an important turnaround when the National Council of the Resistance decided to create a universal social security system entrusted to the trade unions.

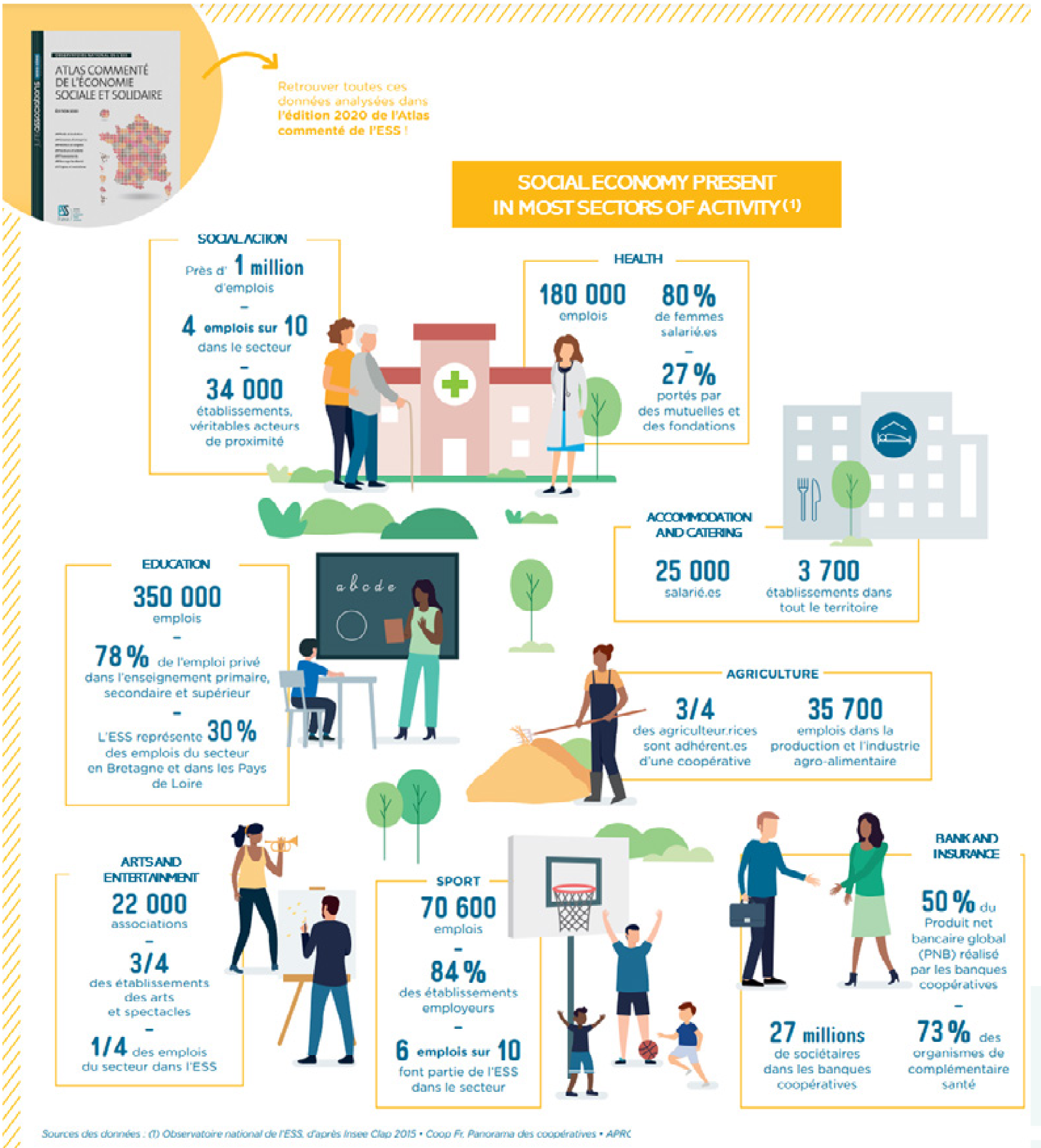
Brief statistical overview of the SE (as a whole) at national level

According to the Panorama of the national SSE observatory (May 2022), the proportions according to legal form are:

- 154,679 social and solidarity economy enterprises and organisations;
- 1.3 million active associations (involving 21 million volunteers);
- 23,880 cooperative employer establishments (€329 billion in turnover for all cooperatives);
- 7,392 mutualist employers (€17.8 billion in benefits to their members);
- 721 foundations with employees (€11.6 billion of expenditure in the public interest);
- 500 commercial SSE companies.

For the French territory alone, the proportions regarding employment are as follows:

- 2.6 million jobs (67% occupied by women);
- 212,718 employing establishments;
- 10.5% of total employment;
- 14% of all private sector jobs;
- 1 in 7 jobs in the private sector;
- 1 in 10 jobs in the whole economy.

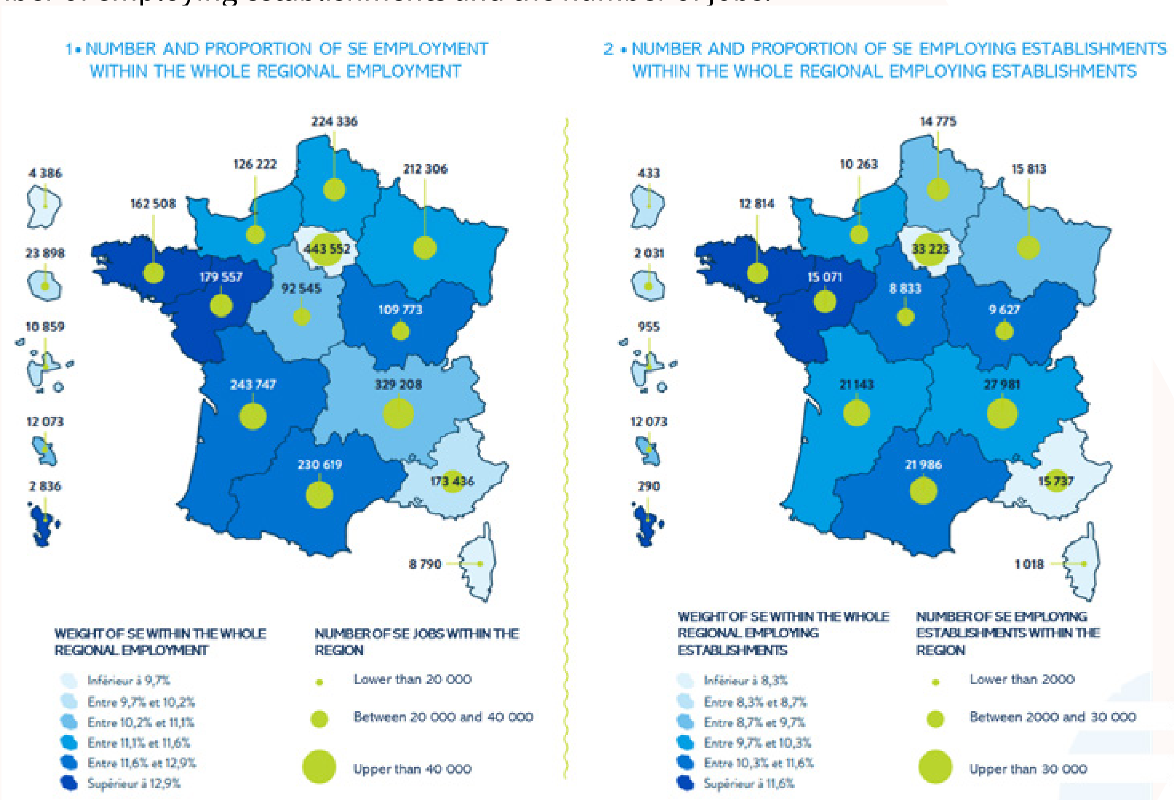


Source: National observatory of social and solidarity economy, from INSEE Clap 2015 – Cooperatives Panorama - APRC

Those figures are provided by the national observatory of the social and solidarity economy, and can be supplemented by the documentation below:

1. [Conjoncture de l'emploi dans l'ESS à fin 2021 | Ressources | ESS France (ess-france.org)]
2. [Les contours de l'engagement dans l'ESS | Ressources | ESS France (ess-france.org)]
3. [Publication d'une étude sur l'emploi salarié dans les fondations et fonds de dotation | Ressources | ESS France (ess-france.org)]
4. [Panorama des coopératives : des entreprises solides et engagées | Ressources | ESS France (ess-france.org)]
5. [ESS France Atlas infographie_4 (1).pdf (ess-france.org)]

The maps below show the weight of the social economy in each French region, regarding the number of employing establishments and the number of jobs.



Source: National observatory of the social and solidarity economy, 2018

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2. Competences, skills and training that are needed to support the social economy ecosystem

The baSE project has conducted a survey at national level to identify the need of skills in 4 themes: green transition, digitalisation, inclusiveness and operational work in the social economy. Here we present and discuss the result for France.
The overall methodology for this survey is explained in section 5 of the global report.

a. Statistical description of the national sample

We received responses from 156 persons representing 142 organisations, which was above the target set to provide a decent number of responses regarding the importance of the social economy sector in France. Still, as the French social economy is quite diverse and small structures are more likely to miss such online surveys, we must look at this survey results with the following observations in mind:

Level of education of respondents

The most important point is that the level of education of respondents is high, with 95% of respondents having a college degree (general or technical), and 77% having a master's degree or more.

This could be probably linked to the fact that **48% of respondents are managers or directors of SEOs and around 17% work in and SE federation, consultancy or network.** But still, SEO workers who responded to the survey have a high level of education.

In particular, as a lot of social action organisations (more than 1/3 of total organisations that responded) are represented, **there could be more respondents with technical/vocational secondary education diplomas.**

<u>**This may imply a greater need for global skills needs and a lesser need for operational day-to-day skills which may be urgent in order to tackle some existing issues.**</u>

Distribution of organisations according to their age

Most organisations responding are more than 10 years old (82%) and 12% are aged between 4 and 10 years.

<u>**These numbers reassure us that these organisations have enough experience to inform us**</u>

of their problems. But they may also have more difficulty in carrying out major transformations of their internal organisation and governance.

Distribution of organisations according to their size

SMEs (small and medium-sized enterprises) are slightly over-represented compared to micro-enterprises in comparison with global national statistics for all kind of enterprises in France, where microenterprises are in the majority.

Thus, we should keep in mind that most SEOs will not have a lot of human resources to allocate to the training we plan to organise (as was previously said by the members of the focus group). We have to remember this while designing the training.

Distribution of sectors

Compared to the 2019 SE distribution of sectors (appendix 1), we can observe that **social action, health, personal services and most business services sectors are more highly represented** within this survey than they are in national statistics.

On the contrary, the **sports and education and research sectors are less well represented**.

The representation of the **SE federation and network activities** (advocacy, networking, economic development etc.), **finance and savings, insurance and culture sectors in this sample seem to match** national statistics.

Age distribution of respondents

It appears that younger people (30-39, 40-49 years old) are better represented in the sample than older people (over 50 years old) compared to the national distribution. Indeed, it is known that in the health and social action sectors there will be a shortage of human resources due to an imminent major wave of retirements as around 20% of employees are 55 years old and more. (Source : Observatoire national de l'ESS - ESS France, from INSEE-BTS 2019).

Gender distribution of respondents

As the proportion of respondents from the social action, personal services and health (sectors where women are overrepresented) is quite high, and national statistics declare that 67% of SE workers are women, **the proportion of women in the sample (63%) appears a little bit low.**

But as most respondents are managers or directors of SEOs (48% of the sample), and as women are nationally underrepresented at these type of positions (13.1% women vs. 20.9% men in SE governance according to "Rapport CSESS 2021-2024 sur l'égalité femmes-hommes dans l'ESS"), this may explain why the gender representation does not match national numbers, if we assume that the tendency to have less women represented in management follows the tendency we observe in SE governance.

Distribution of SEO by legal form

The proportion of associations in the survey sample matches national statistics (see appendix 1). Mutual companies and foundations and endowments are over-represented (8% vs. 3.9% for mutual companies, and 4% vs. 1% for foundations and endowments. On the other hand cooperatives are underrepresented (7% vs 11.2%).

For the following sections (2b, 2c, 2d, 2e), detailed results can be consulted in appendix 3.

b. Regarding the green transition

Top priorities for the green transition

- ***For managers:***

The green transition top priorities for managers are:
- Systematic analysis & decision-making
- Strategy for green transition
- Change management

- ***For practitioners:***

The green transition top priorities for practitioners are:
- Being able to communicate and raise awareness about the green transition
- Being able to observe and understand complex interactions
- Understanding the links and interactions between the social economy and the green transition

- ***For supporters:***

The green transition top priorities for supporters are:
- Strategy for the green transition
- Systematic analysis & decision-making
- Awareness & engagement

Regarding the green transition, it appears that managers and supporters share a global and progressive approach to focus properly and handle the subject step by step according to each organisation's specific situation. Their main divergence reflects their own specific role in the SE ecosystem: managers tend to push the thinking into the operations by prioritising “change management” skills, and supporters tend to push the SEO gathering around this strategic transition by prioritising “awareness & engagement” skills.

In contrast, practitioners insist on skills related to the day-to-day consequences of the green transition. Understanding what type of changes they will be dealing with every day in their jobs and how to talk about it and educate people they are interacting with are their top priorities.

Green transition skills priorities for employees according to managers (59 responses)

GLOBAL APPROACH TO THE GREEN TRANSITION: 29 answers
UNDERSTANDING THE CHALLENGES OF THE GREEN TRANSITION: 26 answers
COMMUNICATING AND RAISING AWARENESS OF THE GREEN TRANSITION: 12 answers

Managers want their employees to be more aware of global issues of the green transition and how to tackle them in their organisations rather than focusing on creating awareness among stakeholders. Thus, the top priority of practitioners is at the bottom of the priority list managers planned for them. This is also globally the case regarding the other priorities they mentioned outside the green transition theme.

c. Regarding digitalisation

Top priorities for digitalisation

- ***For managers:***

The digitalisation top priorities for managers are:
- Diagnostic & digital strategy
- Data management
- Digital security

- ***For practitioners:***

The digitalisation top priorities for practitioners are:
- Understanding the challenge of digital inclusion
- Digital security
- Understanding and managing digital data

- ***For supporters:***

The digitalisation top priorities for supporters are:

- Diagnostic & digital strategy
- Data management
- Change management

Regarding digitalisation, it appears that managers and supporters also share a global and progressive approach to focus properly and handle the subject step by step according to each organisation's specific situation. Their main divergence reflects their own specific role in the SE ecosystem: managers tend to push the thinking into the operations by prioritising "data security" skills which will be essential for their structures, while supporters tend to enhance SEO agility in this strategic transition by prioritising "change management" skills which are more global but are also needed to handle this transition.

In contrast, practitioners insist on skills related to the day-to-day consequences of the digital transition. Facing current questions of the digital gap with "understanding the challenge of digital inclusion" skills to help the users of their services but also get skills on "digital security" and "understanding and managing digital data" to ensure a proper, collaborative and responsible day-to-day use of the digital tools and data within their structure.

Skills priorities for employees according to managers (59 responses)

DIGITAL COLLABORATION 25
COMPREHENSION & USE OF BASIC DIGITAL TOOLS 12
COMPREHENSION & USE OF THE INTERNET 7

Regarding the difference of skills needs perception between practitioners and managers, it seems that managers do not perceive a need to reinforce their employees' skills regarding basic use of IT and digital tools. This may be due to the fact that day-to-day they mostly interact with people who master these tools. On the other hand, practitioners are confronted with digital inclusion issues on a daily basis with people who are less trained on these specific tools and ways of working.

Thus, managers tend to want their employees to fluidify their collaboration on tools that they already use quite well, and practitioners seem to have a vision that is more grounded in their everyday reality and the difficulties that could arise from it.

d. Regarding inclusiveness

Top priorities for inclusiveness

- ***For managers:***

The inclusiveness top priorities for managers are:
- Inclusiveness training and awareness
- Inclusiveness action plan
- Inclusive human resources management

- ***For practitioners:***

The inclusiveness top priorities for practitioners are:
- Collaborating with a diversified group
- Participating in the inclusiveness of the workplace
- Taking diversity into account

- ***For supporters:***

The inclusiveness top priorities for supporters are:
- Inclusive human resources management
- Inclusiveness action plan
- Understanding diversity

Once again, regarding inclusiveness, it appears that managers and supporters also share a global and progressive approach to focus properly and handle the subject step by step according to each organisation's specific situation. Their main divergence reflects their own specific role in the SE ecosystem: managers tend to tackle the inclusiveness topic by prioritising "inclusiveness training and awareness" which will build the foundation of their organisation's action plan and then its inclusive HR management which is mandatory, and supporters will also focus on more global observation and communication skills with "understanding diversity" skills, as their main role is to advise SEOs from an outside perspective.

In contrast, practitioners insist on skills related to the day-to-day consequences of considering diversity at work. The skills they prioritise will be directly useful in making inclusiveness real and alive within the organisation.

Skills priorities for employees according to managers (59 responses)

INCLUSIVE COMMUNICATION 26

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EMPATHY REGARDING DIVERSITY OF PERSPECTIVES 19
UNDERSTANDING DIVERSITY 14

Both managers and practitioners agree to make inclusive communication and collaboration priorities. The managers' approach may be a little distant, but the intention is globally to understand this issue and take it seriously. Practitioners seem to be a little bit more active on the subject, and less preoccupied by "the theory".

e. Regarding the social economy

Top priorities for operational work in an SEO

- ***For managers:***

The operational work in SEOs top priorities for managers are:
- Agility & innovation
- Strategy for social economy organisations
- Financing & reporting

- ***For practitioners:***

The operational work in SEOs top priorities for practitioners are:
- Problem-solving, threat and opportunity analysis
- Understanding and participating in governance
- Facilitating & managing relations with various stakeholders

- ***For supporters:***

The operational work in SEOs top priorities for supporters are:
- Strategy for social economy organisations
- Agility & innovation
- Problem-solving, threat and opportunity analysis

Finally, regarding operational work in SEOs, managers and supporters share the objective of innovating through an efficient and adapted strategy to the SEO. Supporters also seem to reveal their role as day-to-day advisers to practitioners, by sharing the need for "problem-solving, threat and opportunity analysis" skills, while managers need to reinforce their "financing & reporting" skills which seems quite logical regarding their administrative role within their structure.

One particular point regarding practitioners' priorities is the importance of "understanding and participating in governance" skills, which reflects the particularity of the SE system and the willingness of their employees to really get involved in the life and decisions of the structures they are part of. Prioritising “facilitating & managing relations with various stakeholders” skills also reflects the common operating mode of SEOs which needs a lot of communication, coordination and facilitation skills.

Operational work in SEOs skill priorities for employees according to managers (59 responses)

COLLABORATION & PARTICIPATION IN SOCIAL ECONOMY DAY-TO-DAY CHALLENGES 37
KNOWLEDGE & ATTITUDE OF THE SOCIAL ECONOMY 31
AGILITY IN SOCIAL ECONOMY DAY-TO-DAY CHALLENGES 28

Managers and practitioners seem to be aligned on the skills that need to be addressed for operational work in SEOs. However, managers insist on basic communication skills within the organisation, which lead then to agility and adaptability.

Global skills priority for employees according to managers (59 responses)

COLLABORATION & PARTICIPATION IN SOCIAL ECONOMY DAY-TO-DAY CHALLENGES 37
KNOWLEDGE & ATTITUDE OF THE SOCIAL ECONOMY 31
GLOBAL APPROACH TO THE GREEN TRANSITION 29

AGILITY IN SOCIAL ECONOMY DAY-TO-DAY CHALLENGES 28
UNDERSTANDING THE CHALLENGES OF THE GREEN TRANSITION 26
INCLUSIVE COMMUNICATION 26
DIGITAL COLLABORATION 25

EMPATHY REGARDING DIVERSITY OF PERSPECTIVES 19
UNDERSTANDING DIVERSITY 14
COMMUNICATING AND RAISING AWARENESS OF THE GREEN TRANSITION 12
COMPREHENSION & USE OF BASIC DIGITAL TOOLS 12
COMPREHENSION & USE OF THE INTERNET 7

Globally, it can also be observed that, for now, operational SEO work and green transition skills appear to managers to be the most important skills priorities for their employees. They are followed by inclusiveness matters, and finally digital transition subjects.

As environmental issues now have a real economic impact on the economic wealth of SEOs, it seems understandable that these two main subjects are put at the top of the agenda by managers. The issue of inclusiveness has been highlighted lately, and is a core value of SE, which may also explain its importance.

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As mentioned above, digital skills seem to be less important for managers. A hypothesis to explain this is that they probably interact less directly with people struggling with digital tools, making the subject less important for now.

f. Global comparison between skills needs identified in the survey, and existing training identified

Regarding the green transition and operational work for SEOs

It appears that most of the SE and green transition skills reviewed in the literature and mentioned by the focus group (FG) participants and the survey respondents can be learned through basic training of CEC[1] level 6 to 7 (RNCP[2] and university education) which usually combine SE skills and green transition skills. But it seems that this basic training does not fit with the practical needs of SEO actors. Here are four points that need to be highlighted regarding this matter:

- **This basic training is mostly theoretical, and does not directly meet the SEOs' practical need for knowledge and operational skills, regardless of their activity sector or their interest in the green transition.** The training and support they need must help them assess their vulnerabilities to the ecological crisis and give them direction for their potential adaptation regarding this issue. They must also help them to implement an action plan to initiate the green transition of its socio-economic model.
- Moreover, most of this training requires a high level of education, questioning the accessibility of this theoretical knowledge regarding the diversity of social contexts where SE initiatives are developed, and the diversity of social backgrounds of project owners. We also have to keep in mind that not all SEO workers and managers have master's degrees of any kind. In addition, project owners who have had the possibility to obtain a university degree usually have a degree related to the sector they work in, and then chose to work in an SEO, which could maybe be engaged in the green transition at some point. So, they usually take responsibility for green transition subjects within their organisation after finishing their studies, most of which were not dedicated to green transition.
- Even university training that covers both SE and green transition subjects tends to separate the training and have separate masters or master's specialisations to cover one subject or the other more deeply (Science Po Bordeaux, Paris 8). The oldest university training (and one of the references) at Le Mans University includes CSR topics in its programme but does not develop particularities regarding managing the green transition in an SE context. IAE Caen is the only master's degree which specifically makes a connection between the two subjects, while the others tend to develop one subject or the other and give some global insights on the other one in their programme. ESSEC's "Bachelor learn to lead transitions" makes the connection on a more operational level (and includes green transition and dig-

1 Cadre Européen de Certification (European Certification Framework)

2 Répertoire national des certifications professionnelles (National Directory of Professional Certifications)

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ital transition in the SE purpose).

- Regarding technical knowledge concerning the green transition, even if the existing CEC level of the training is 3, the target audience is “CSR managers”, which implies that these people already have a master’s degree or equivalent before getting this specific training, reinforcing the first point.

Regarding the digital transition

Most digital transition skills for employees, volunteers and users could be learned through training at CEC level 3. Some diagnostic skills are missing for managers. Marketing through digital tools is mentioned in master’s degrees.

But again, SE workers often do not have a digital transition-related degree when they start working for an SEO. They are more likely to have specialised in a sector and then acquire skills or take a position within the organisation which requires them to get more knowledge and skills to handle digital transition issues.

Again, these subjects are practically learned through continuous training or dedicated support while the SEO identify their lack of skills regarding these subjects.

Regarding inclusiveness

Regarding inclusiveness, only skills regarding gender equality can be learned in the care sub-area through a training at CEC level 3.

In this specific case, the identification of skills needs seems to be coherent with the lack of training.

Invisibility of most actual training carried out in the SE ecosystem

We would like to highlight the fact that this information comes mostly from institutional websites. However, given their popular education culture, SEOs tend to rely on in-house training or informal training. This means that most information regarding actual training on the SE, green transition, digital transition, and even inclusiveness, especially at the employee/volunteer level, cannot be found this way.

We are also convinced that knowledge and know-how on managing SEOs day to day and handling green transition, digital transition and inclusiveness matters can and should come from continuous training and must be learned along the way and frequently updated. In France, the CPF (*Compte Personnel de Formation*) enables all employees and jobseekers to access funding for partly certified training on any subject. This is an area to explore and maybe develop in our project.

3. Recommendations

Our recommendations are divided into three sections:
- Recommendations addressed to both national and European institutions
- Recommendations addressed to national institutions
- Recommendations addressed to European institutions

a. Addressed to both national and European institutions

In both national and European cases, it is very important for institutions to consider that, first and foremost, SE players are committed to creating and developing an alternative to the dominant economic system.

This observation is precisely what led the baSE project to consider SEOs as organisations of interest as regards these transition issues we chose to focus on.

Indeed – and this makes sense especially for green transition issues – as the existing economy relies mostly on overconsumption because of its struggle to share resources and make them circulate in the global economic and industrial systems. So, using SE principles to tackle the problem seems natural and should be very efficient, even quite quickly if SEOs are properly trained on these issues.

But, as SEOs offer a completely different approach to added value for society in every sector and activity they engage in, additional effort and specific resources are needed for them to pursue their goal.

This means especially:
- **Financial and strategy advice, and solid investment strategies corresponding to SE business models, to help them to survive and develop beyond start-up support and subvention plans** (especially concerning the green transition as this would require not only training and support but also assessment tools, new resources and infrastructure to create greener industries and transform each sector specifically);
- **Efficient and practical training and support which combine essential strategy knowledge for managers with day-to-day methodology and tools for practitioners, which match the realities of operational work and the shortage of human resources in SEOs**. Some continuous training and internal SEO training already exists, but it lacks visibility, and would benefit from more resources to make it even more useful, and from a mentoring system to spread good practices within the SE ecosystem. This could be done at both national and European levels;

- **Support for networking initiatives and creating conditions for SEOs to work with others in their territories and also at national and European scales:** As most SEOs have the objective of meeting the shared needs of different types of users, collaboration with different types of organisations is inevitable and actually makes sense by creating valuable and even more efficient and agile solutions using collective intelligence and additional feedback routes;
- **Help to formalise the vision of the SEO project, communicate and promote it in the territory and to the direct stakeholders:** As SEOs are often caught up in everyday tasks, support from institutions to communicate clearly their vision and actions to the different local stakeholders would enable valuable and long-lasting partnerships to develop, at the local, national and European scales. Staging promotional events to build visibility and business opportunities for SEOs at every scale could also help.

Regarding the specific topic of training, which was the focus of WP2

It is really important to understand that many people working within SEOs in France have not been trained on SE models. In fact, the social economy is not a sector of activity but a way of doing business which represents 10.5% of the employment in France and comprises a great diversity of professional competences. This is why institutional and initial training, mostly at master level, does not seem an appropriate tool to train SEO employees and volunteers in SE models and to address the big challenges of the green transition, digital transition and inclusiveness. Besides, master's level courses are long-term courses in which SE employees do not have the time to invest, they are not very accessible throughout the country because they are centralised in large cities, and they are not yet sufficiently identified in the SE ecosystem.

This is why many SE networks, mostly specialised by trade type, are implementing their own internal training to help their organisations to face these new needs. As mentioned above, this training is predominantly in-house, and thus it is quite difficult to gain a good overview of the existing supply. However, for the moment, these internal training courses appear to be the best way to train SEOs to face these transitions because they are short courses which are directly related to the organisations' frameworks and thus meet their real needs, and which are much more accessible for SE employees who do not have enough time to be trained in general.

Continuous training and support appear to be able to fill the gap, as they could be visible and flexible enough to train SEO managers and workers massively in all these topics, with appropriate funding coming from different kinds of institutions. They will also be updated more quickly and will fit the needs of each sector and structure, as internal training already tends to do with less financial resources.

However, continuous training and support currently lack visibility and would benefit from public funding to make them accessible to SEOs.

Different skill specificities

- ***Green transition skills:***

As FG and survey participants mainly identified the need for diagnostic skills to implement the strategy, as well as issues such as data management and the creation of environmental value (even if sometimes this point is not actually mentioned as it may be obvious to the participants), reporting skills have not been identified, and neither has traceability management.

What we observe is that FG and survey participants mainly focused on the strategic aspects but did not directly identify the need for skills and know-how regarding green transition implementation and communication tools management. Optimisation of environmental and economic costs was mentioned briefly by FG participants as a good practice to be managed by employees and volunteers and transmitted to users, for example in the educational field of SEOs, but they consider that this skill is insufficient if the global strategy is not aligned and encouraging th use and the development of these operational skills.

Diagnostic and green strategy elaboration are the urgent skills to acquire according to FG and survey participants, which expresses the general lack of access to green transition knowledge for SEO managers and employees.

- ***Digital transition skills:***

Digital diagnostic and security are the two most important subjects to tackle.

Also, specific SEO skills regarding digitalisation, such as training employees to **educate users, and in digital insecurity and digital sobriety** were mentioned in the literature review and by the FG and survey participants.

- ***Inclusiveness skills:***

The main focus in the literature is on sexism and handicap issues. The main subjects mentioned were the legal obligations, the sensibilisation of employees (and their capacity to spot difficulties or manifestations of disabilities or sexism), recruitment and management processes.

The FG participants insisted on the necessity of training on these subjects, especially because SEOs include a lot of people from different backgrounds who may experience discrimination.

Inclusiveness regarding people who are currently in professional reintegration, and people who may face discrimination because of their religion, ethnicity, communication skills or digital skills, was also mentioned by FG participants, creating a wider scope for inclusiveness challenges in the SE context than appears in the literature.

b. Addressed to national institutions

Financial and economic literacy

SEOs usually have their mission connected to political projects. Thus, SEOs usually rely on subventions at the beginning of their project journey. As the projects survive and grow, they often run out of subventions or struggle to adapt their governance and economic models to bigger scales. This is due to the gap between the core values of the organisations, which rely on a collective approach and territorial collaboration, and their ambition to expand their activity to a regional or national scale. Considering this, <u>training on financial and economic know-how</u> is particularly important for SEOs, to "help them pass the "2-year-subvention" plan, hire people and make the economic model of these structures last over the long term" (according to FG participants).

As a consequence, more specific types of training are also needed, in particular on:

- <u>how to find finance</u>, for managers and employees;
- <u>human resource management</u>, for managers and employees. As an example, at the moment, one of the most popular courses offered by Uniformation (the "OPCO" – *opérateur de compétences* or skills oOperator, in charge of identifying skills needs of SEO employees and funding training for French SEOs), is "how to establish a work contract".

SE governance and status evolution

Related to the first point, SE governance and status are often designed to fit small or local business models. As a consequence, SEOs can be tempted, in order to grow, to change governance and status and adopt non-SE status, as it helps to get in touch with national scale structures. However, solutions exist to allow SEOs to change scale without changing governance, by just adapting their management structures and methods to bigger scales. Thus, <u>training managers and members of the management committee on these issues is also a hot topic for SEOs, in order to expand and be part of the global economic ecosystem</u>.

Access to existing training within the SEO ecosystem

In France, the most important issue regarding this topic is to gain the best overview possible of the existing in-house supply within the specialised SE networks, to identify SEOs' training needs that are not yet addressed, and to communicate better on all the courses on offer so that SE employees can access them.

It is very important to facilitate and increase funding of these in-house training courses and their recognition by the National Directory of Professional Certifications (RNCP).

It is also essential to develop and facilitate the training supply at the local level and to avoid centralising it all in the big cities.

c. Addressed to EU institutions

Enhancing networking and mentoring through the European SE ecosystem

The more European SEOs have the possibility to share experience with their peers, the quicker the solutions they offer can take root and expand. This would also increase agility and boost innovation, which are the overall objectives of the baSE project.

Promoting and supporting SEO to communicate on their initiatives

As was previously mentioned in section 3.a, European institutions have the influence to generate interest among stakeholders in SE ecosystems. This influence must be used to accelerate the economic development of these organisations.

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Appendix 1 - Importance of the social economy in France

a. Proportion of social economy in the national economy

	2019	2023	Method
National working age population			
% of social economy in the whole national economy in terms of employment	10,2%		Share of SE employers in France as a whole (source: Observatoire national de l'ESS, based on Insee Flores 2019)
% of social economy in the whole national economy in terms of number of organisations	9.5% of sites 8.3% of companies (legal unit = head office)		Share of SE employers in France as a whole (source: Observatoire national de l'ESS, based on Insee Flores 2019)
% of social economy in the whole national economy **in terms of payroll**	8.3% of total payroll		Share of SE payroll in total payroll in France (source: Observatoire national de l'ESS, based on Insee Flores 2019)
Growth rate of social economy			

A company corresponds to the legal unit (head office).
A company may have several sites located in different territories (in this case, 1 company = several sites, including the head office). Most companies, however, have no sites separate from their head office (1 company = 1 site).

The data presented here are based on the SE statistical perimeter, which groups together the various statutory forms of SE in France (associations, cooperatives, mutual societies, endowments and foundations). Excluded are commercial SE companies (around 1,000 organisations), which are not currently included in these statistics. In France, the SE comprises 209,663 employer establishments and 2.6 million employees. Taking all employing and non-employing organisations together, the SE in France comprises some 1.520 million organisations.

It is possible to make a separate count of non-employing organisations, but this is less reliable statistically (estimated data for associations, for example).

Below you'll find a table showing these data.

Regarding data on all active companies (employers and non-employers) :

Estimated number of employing and active legal units by legal family			
SE Legal Family	**Number of employing legal units (INSEE FLORES 2019)**	**Number of legal units in operation* (total)**	**Ratio between all active legal units and employing legal units**
Cooperatives	8 138	22 600	2,8
Mutuals	620	620	1
Non-Profit Associations	140 428	1 500 000	10,7
Foundations	566	5 320	9,4
All categories	**149 752**	**1 527 539**	**10,2**

*** For cooperatives:** all agricultural equipment use cooperatives (11,510), excluding school "cooperatives" (45,000), cooperative bank branches, associated companies of business cooperatives (sources: Coop FR & ESS France).
*** For associations:** estimate of active associations based on the CES - Centre de recherche sur les associations survey.
*** For foundations:** 2,904 foundations and 2,416 endowments.
Sources: Observatoire national de l'ESS - ESS France, based on INSEE FLORES 2019; Enquête CES - Centre recherche sur les associations, "Le paysage associatif français", 2021; Coop FR, Panorama des entreprises coopératives - Top 100 des entreprises coopératives, ed. 2022; Observatoire de la philanthropie, Fondation de France, ed. 2022.

b. Proportion of organisation type in the social economy ecosystem

	2019	2023	Method
% of Cooperatives	11,2% of sites 5,4% of compagnies		Source : Observatoire national de l'ESS, based on Insee Flores 2019 Scope: all employing organisations
% of Nonprofit Associations	83,8% of sites 93,8% of companies		Source : Observatoire national de l'ESS, based on Insee Flores 2019 Scope: all employing organisations
% of Foundations	1% of sites 0,4% of companies		Source : Observatoire national de l'ESS, based on Insee Flores 2019 Scope: all employing organisations
% of Mutuals	3,9% of sites 0,4% of companies		Source : Observatoire national de l'ESS, based on Insee Flores 2019 Scope: all employing organisations
% of Social Enterprises	< 1%		
% of others	Not concerned		
Total	100%	100%	

c. Sectors most represented in social economy eco-system.

Figure 3. [France 2019]
SHARE OF EMPLOYEES IN SE, NON-SE PRIVATE AND PUBLIC SECTORS AMONG THE VARIOUS BUSINESS SECTORS

	Business sectors	SE	PRIVATE EXCLUDING SE	Public
1	ALL BUSINESS SEC-TORS	10,2%	64,9%	24,9%
2	VARIOUS SECTORS (rest of NAF, French nomenclature of ac-tivities)	0,5%	37,9%	61,6%
3	OTHERS INDUSTRIES (BE except CA)	0,6%	97,3%	2,1%
4	CONSTRUCTION (FZ)	0,9%	98,8%	0,3%
5	INFORMATION ET COMMUNICATION (JZ)	1,0%	98,5%	0,4%
6	TRADE (GZ)	1,7%	98,3%	0,1%
7	LODGING AND CATER-ING (IZ)	2,2%	96,3%	1,5%
8	AGRICULTURE FOR-ESTRY AND FISHING (AZ)	4,3%	92,3%	3,3%
9	FOOD INDUSTRY (CA)	4,3%	95,5%	0,1%
10	BUSINESS SUPPORT (MN)	5,9%	90,3%	3,8%
11	HUMAN HEALTH (QA	11,4%	24,1%	64,5%
12	EDUCATION (PZ)	19,3%	6,8%	73,9%
13	FINANCIAL ACTIVITIES AND INSURANCE (KZ)	29,5%	68,3%	2,2%
14	ART AND ENTERTAIN-MENT (RZ1)	30,0%	43,0%	27,0%
15	SPORTS & LEISURE (RZ2)	56,4%	40,2%	3,4%
16	SOCIAL ACTION (QB)	58,3%	16,6%	25,1%

To obtain these sector figures, we use the French nomenclature of activities (NAF), which enables comparisons with European nomenclatures (NACE).

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Figure 4. [France 2019]
DISTRIBUTION OF SE JOBS BY BUSINESS SECTOR

	Business sectors	SE
1	INFORMATION AND COMMUNICATION (JZ)	0,3%
2	AGRICULTURE FORESTRY AND FISHING (AZ)	0,5%
3	CONSTRUCTION (FZ)	0,5%
4	OTHERS INDUSTRIES (BE except CA)	0,6%
5	LODGING AND CATERING (IZ)	1,0%
6	FOOD INDUSTRY (CA)	1,0%
7	VARIOUS SECTORS (rest of NAF)	1,1%
8	ART AND ENTERTAINMENT (RZ1)	1,7%
9	TRADE (GZ)	2,2%
10	SPORTS AND LEISURE (RZ2)	4,8%
11	BUSINESS SUPPORT (MN)	7,0%
12	HUMAN HEALTH (QA)	7,5%
13	9499Z Other organisations with voluntary membership*	8,0%
14	FINANCIAL ACTIVITIES AND INSURANCE (KZ)	10,3%
15	EDUCATION (PZ)	14,0%
16	SOCIAL ACTION (QB)	39,4%

Source: Observatoire national de l'ESS, d'après INSEE FLORES 2019
Scope: Ensemble des postes en fin d'année
* 9499Z includes many associative jobs in popular education, leisure, SE networks and federations.

Figure 5. [France 2010-2022]
FOR CURRENT DATA

Year-on-year employment growth in SE sector families between 2010 and 2022												
	2011	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**
Associations	-0,4 %	0,4%	1,0%	0,5%	0,2%	0,6%	-1,8%	-0,4%	0,9%	-1,2%	3,7%	0,5%
Cooperatives	1,0 %	0,3%	1,0%	0,0%	-0,2%	-0,8%	-0,1%	-1,1%	1,6%	-0,1%	1,5%	0,9%
Foundations	5,4 %	3,5 %	6,4 %	6,7 %	2,1%	0,3%	3,0%	3,3%	2,5%	3,4%	2,4%	5,1%
Mutuals	5,0 %	1,3%	1,3%	1,8%	-0,5%	1,4%	-1,1%	-0,4%	0,2%	-0,8%	0,3%	-1,3%
SE sector	0,2 %	0,6%	1,2%	0,8%	0,2%	0,5%	-1,4%	-0,2%	1,0%	-0,9%	3,2%	0,6%
Private excluding SE	0,7%	-0,7%	-0,6%	-0,3%	0,5%	1,1%	1,7%	1,4%	1,9%	-1,6%	3,7%	1,4%

Source : *Observatoire national de l'Ess*, d'après URSSAF 2010-2022.
Scope : *Ensemble des postes du secteur privé non agricole en fin d'année*.

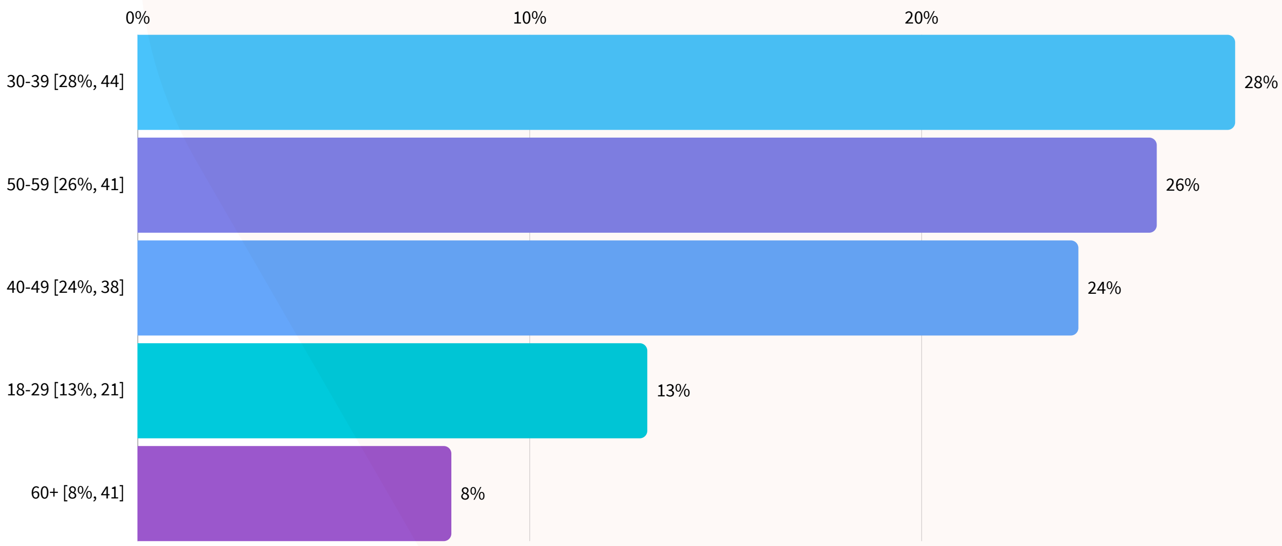
Appendix 2 - Survey report for France

a. General description of the statistical sample

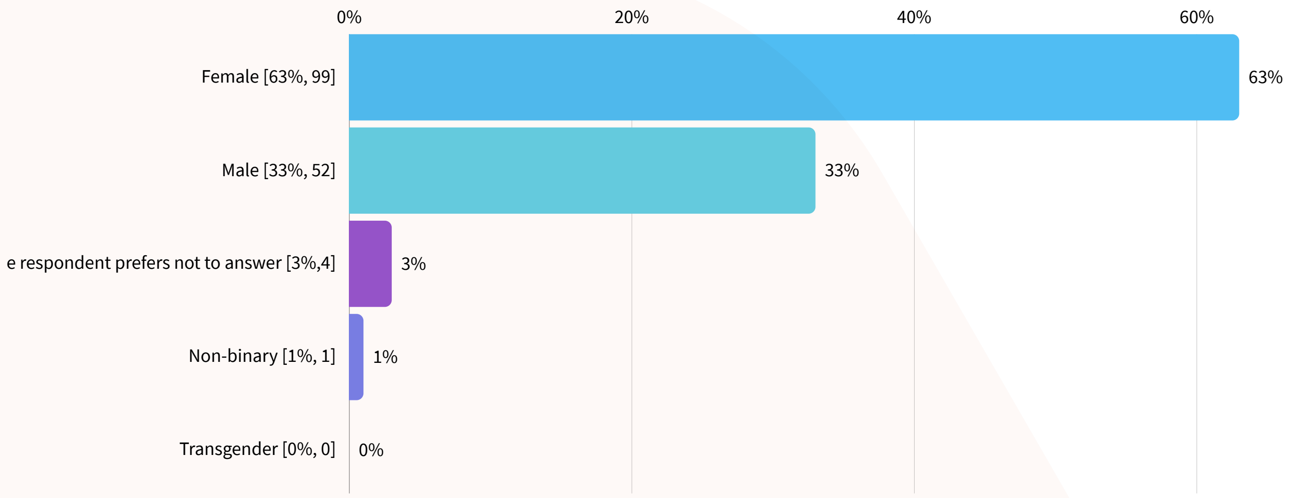
A. Total number of valid answers:

156 respondents

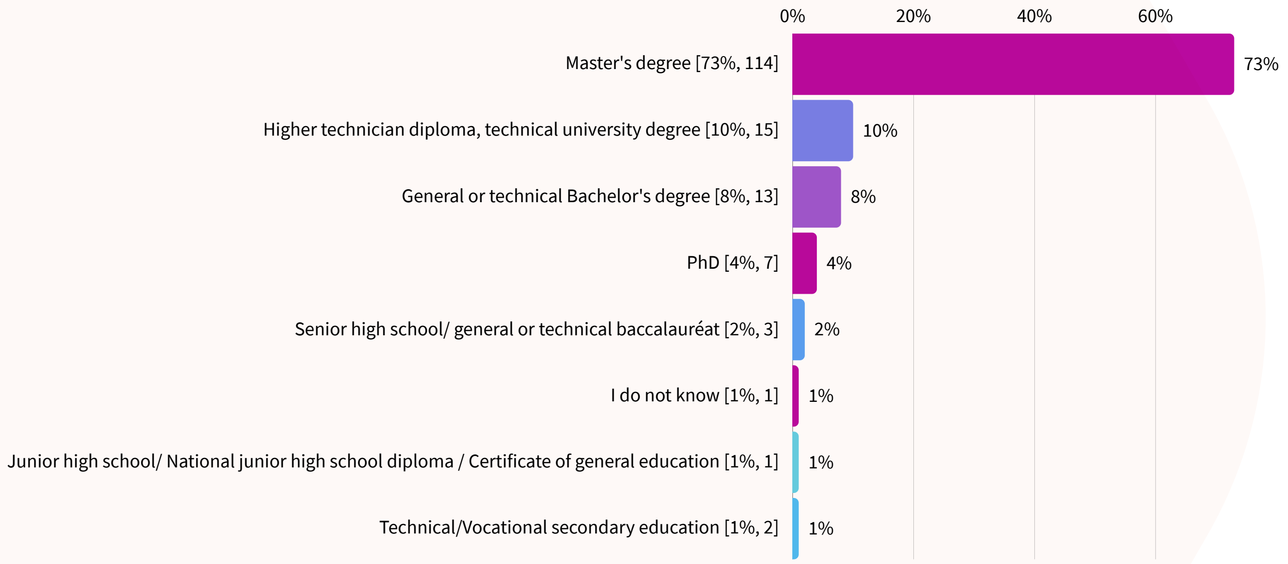
B. Age distribution of respondents - 154 responses



C. Gender distribution of respondents - 156 responses



D. Level of education - 156 responses



E. Categories of workers within respondents - 156 Responses

Categories	Choice	Count
CEO, Senior Manager or Director of a social economy organisation	48.08%	75
Work in a social economy federation, a social economy network or a social economy consultancy	16.67%	26
Work in a social economy organisation in a role other than that of CEO, senior manager or director	35.26%	55
Total		156

F. Distribution of Social Economy Organisations by legal form - 154 Responses

Field	Choice	Count
Non-profit organisation/association	80%	123
Mutual company	8%	13
Cooperative	7%	11
Foundation and endowment	4%	6
I do not know	1%	1
SE commercial company	0%	0
		154

G. Distribution of Work Integration Social Enterprise among the sample of organisations - 154 Responses

Field	Choice	Count
WISEs	24%	37
Not WISEs	70%	108
The respondent did not know	6%	9
		154

H. Distribution of organisation's age - 154 Responses

Field	Choice	Count
Less than a year	1%	1
Between 1 and 3 years	5%	7
Between 4 and 10 years	12%	19
+ More than 10 years	82%	127
The respondent did not know	0%	0
Total		154

I. Distribution of organisations according to their sizes (according to the respondents[3], in terms of number of workers)

- Number of respondents : 156 respondents total
- Mean : 1100,56
- Median : 25
- Standard deviation : 4462,26

Here are the repartition standard for structures depending of the number of employees in France (according to INSEE, French national statistics institute):

3 Each answer has been taken into account individually. It means that if three people have answered for one organisation, each of their answer is counted, and thus, the organisation is represented three times.

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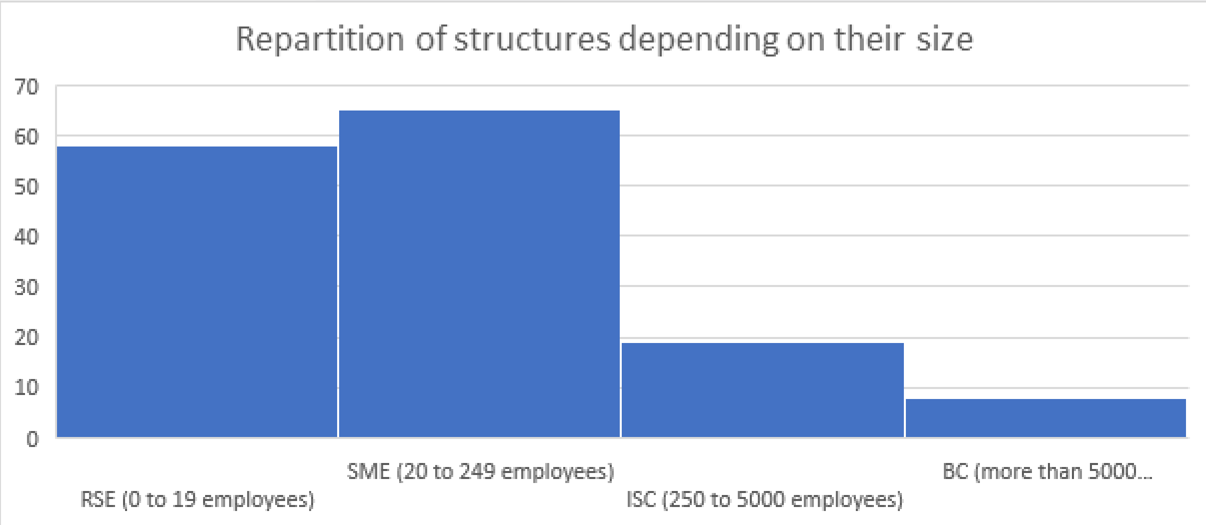
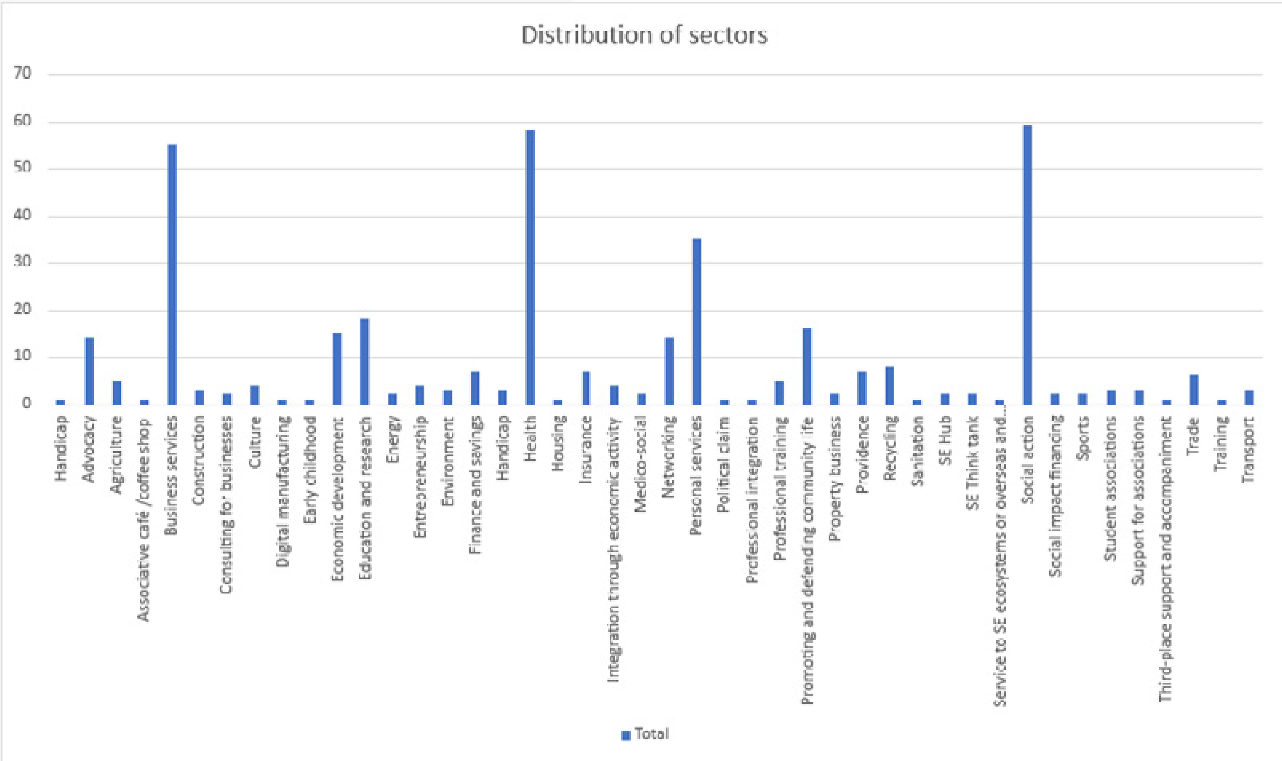
- TPE = Really Small Enterprises (RSE) = 0 to 19 employees
- PME = Small and Medium Enterprises (SME) = from 20 to 249 employees
- ETI = Intermediate-sized company (ISC) = from 250 to 5 000 employees
- GE = Big Companies (BC) = more than 5 000 employees.

According to this repartition standard, here are the repartition of the structures that responded to the survey :



J. Distribution of organisations according to their sectors of activities (according to the respondents[4])
Number of respondents: 150



4 Each answer has been taken into account individually. It means that if three people have answered for one organisation, each of their answer is counted, and thus, the organisation is represented three times.

Appendix 3 – Priority skills by profile

a. Managers

Manager skill need for green transition	NB priority 1	Nb Priority 2	Nb Priority 3	After ponderation
SYSTEMATIC ANALYSIS & DECISION MAKING	19	12	7	88
STRATEGY FOR GREEN TRANSITION	17	9	9	78
CHANGE MANAGEMENT	8	10	24	68
AWARENESS & ENGAGEMENT	10	10	9	59
NETWORKS & COLLABORATION	6	6	11	41
RESOURCE & WASTE MANAGEMENT	6	7	6	38
UNDERSTANDING THE GREEN TRANSITION	6	4	2	28
GREEN LEGISLATION	1	7	5	22
CRITICAL THINKING AND SELF-REFLECTION	1	8	2	21
ENVIRONMENTAL RISK ANALYSIS	2	3	1	13

Managers skill need for digitalization	NB Priority 1	NB Priority 2	NB Priority 3	After ponderation
DIAGNOSTIC & DIGITAL STRATEGY	15	7	5	64
DATA MANAGEMENT	7	14	11	60
DIGITAL SECURITY	9	12	7	58
CHANGE MANAGEMENT	8	7	12	50
DIGITAL INCLUSION	7	6	12	45
DIGITAL COLLABORATION	6	8	10	44
DIGITAL COMMUNICATION	5	9	6	39
COMPREHENSION & BASIC USE OF DIGITAL TOOLS & THE INTERNET	8	3	2	32
GENERAL KNOWLEDGE OF IT OPERATIONS	5	4	5	28

Managers skill need for Inclusivity	NB Priority 1	NB Priority 2	NB Priority 3	After ponderation
INCLUSIVITY TRAINING AND AWARENESS	16	7	2	64
INCLUSIVITY ACTION PLAN	7	13	8	55
INCLUSIVE HUMAN RESOURCES MANAGEMENT	10	9	5	53
LEGISLATION & ECOSYSTEM	6	7	7	39
INCLUSIVE LEADERSHIP	7	6	5	38
CHANGE MANAGEMENT	4	5	16	38
UNDERSTANDING DIVERSITY	6	3	5	29
WORKPLACE INCLUSIVITY	3	6	5	26
MANAGING DIVERSITY	3	3	6	21
INCLUSIVE COMMUNICATION	1	4	4	15

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Managers skill need for SE day to day	NB Priority 1	NB Priority 2	NB Priority 3	After ponderation
AGILITY & INNOVATION	15	8	4	65
STRATEGY FOR SOCIAL ECONOMY ORGANISATIONS	15	6	6	63
FINANCING & REPORTING	5	9	9	42
PROBLEM SOLVING, THREAT AND OPPORTUNITY ANALYSIS	7	7	3	38
NETWORKS & COLLABORATION	4	7	5	31
FACILITATION & STAKEHOLDER RELATIONS	4	4	8	28
OPERATIONAL MANAGEMENT	2	8	4	26
COMMUNICATE THE SOCIAL ECONOMY	2	7	6	26
LEGISLATION	3	2	8	21
EMPLOYEE ENGAGEMENT AND DEVELOPMENT	3	2	7	20

b. Supporters

Manager skill need for green transition	NB priority 1	Nb Priority 2	Nb Priority 3	After ponderation
STRATEGY FOR GREEN TRANSITION	8	4	5	37
SYSTEMATIC ANALYSIS & DECISION MAKING	3	6	0	21
AWARENESS & ENGAGEMENT	4	4	1	21
NETWORKS & COLLABORATION	3	2	8	21
CHANGE MANAGEMENT	1	4	8	19
GREEN LEGISLATION	3	1	0	11
ENVIRONMENTAL RISK ANALYSIS	1	3	1	10
UNDERSTANDING THE GREEN TRANSITION	2	1	1	9
CRITICAL THINKING AND SELF-REFLECTION	2	0	1	7
RESOURCE & WASTE MANAGEMENT	0	2	2	6

Managers skill need for digitalization	NB Priority 1	NB Priority 2	NB Priority 3	After ponderation
DIAGNOSTIC & DIGITAL STRATEGY	9	1	2	31
DATA MANAGEMENT	3	6	3	24
CHANGE MANAGEMENT	1	5	4	17
DIGITAL COLLABORATION	3	1	3	14
DIGITAL COMMUNICATION	2	2	3	13
DIGITAL INCLUSION	1	3	3	12
DIGITAL SECURITY	1	2	4	11
GENERAL KNOWLEDGE OF IT OPERATIONS	2	1	0	8
COMPREHENSION & BASIC USE OF DIGITAL TOOLS & THE INTERNET	0	1	0	2

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Managers skill need for Inclusivity	NB Priority 1	NB Priority 2	NB Priority 3	After ponderation
INCLUSIVE HUMAN RESOURCES MANAGEMENT	4	5	1	23
INCLUSIVITY ACTION PLAN	3	2	5	18
UNDERSTANDING DIVERSITY	4	2	1	17
INCLUSIVE LEADERSHIP	2	2	4	14
MANAGING DIVERSITY	3	2	1	14
CHANGE MANAGEMENT	2	1	2	10
INCLUSIVITY TRAINING AND AWARENESS	2	1	2	10
LEGISLATION & ECOSYSTEM	1	3	1	10
INCLUSIVE COMMUNICATION	1	2	2	9
WORKPLACE INCLUSIVITY	0	2	3	7

Managers skill need for SE day to day	NB Priority 1	NB Priority 2	NB Priority 3	After ponderation
STRATEGY FOR SOCIAL ECONOMY ORGANISATIONS	4	2	5	21
AGILITY & INNOVATION	3	4	2	19
PROBLEM SOLVING, THREAT AND OPPORTUNITY ANALYSIS	2	3	3	15
EMPLOYEE ENGAGEMENT AND DEVELOPMENT	4	1	1	15
FINANCING & REPORTING	3	1	3	14
COMMUNICATE THE SOCIAL ECONOMY	2	2	2	12
LEGISLATION	0	5	2	12
FACILITATION & STAKEHOLDER RELATIONS	2	2	2	12
OPERATIONAL MANAGEMENT	2	0	1	7
NETWORKS & COLLABORATION	0	2	1	5

c. Practitioners

Manager skill need for green transition	NB priority 1	Nb Priority 2	Nb Priority 3	After ponderation
BE ABLE TO COMMUNICATE AND RAISE AWARENESS ABOUT GREEN TRANSITION	9	5	4	41
BE ABLE TO OBSERVE AND UNDERSTAND COMPLEX INTERACTIONS	8	5	4	38
UNDERSTANDING THE LINKS AND INTERACTIONS BETWEEN THE SOCIAL ECONOMY AND THE GREEN TRANSITION	5	8	6	37
UNDERSTANDING THE GREEN TRANSITION	9	2	1	32
MEASURING ENVIRONMENTAL IMPACT	5	4	7	30
BE ABLE TO ADOPT GREEN BEHAVIOUR	2	5	9	25

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ANALYSING ENVIRONMENTAL RISKS	4	3	4	22
CRITICAL THINKING	1	6	4	19
MANAGE RESOURCES & WASTE	1	5	3	16
KNOWING ENVIRONMENTAL LEGISLATION	1	2	3	10

Managers skill need for digitalization	NB Priority 1	NB Priority 2	NB Priority 3	After ponderation
UNDERSTANDING THE CHALLENGE OF DIGITAL INCLUSION	9	9	4	49
DIGITAL SECURITY	6	5	12	40
UNDERSTANDING AND MANAGING DIGITAL DATA	5	10	4	39
DEVELOPING AN AGILE ATTITUDE	6	3	10	34
COLLABORATING DIGITALLY	5	5	5	30
COMMUNICATING DIGITALLY	3	6	2	23
UNDERSTAND & USE BASIC DIGITAL TOOLS	4	1	1	15
UNDERSTANDING AND USING THE INTERNET	1	0	1	4

Managers skill need for Inclusivity	NB Priority 1	NB Priority 2	NB Priority 3	After ponderation
COLLABORATING WITH A DIVERSIFIED GROUP	10	4	1	39
PARTICIPATING IN THE INCLUSIVITY OF THE WORKPLACE	6	5	7	35
TAKING DIVERSITY INTO ACCOUNT	3	7	3	26
EXERCISE EMPATHY	3	5	6	25
COMMUNICATING IN AN INCLUSIVE WAY	3	3	7	22
LEGISLATION & ECOSYSTEM	3	5	3	22
UNDERSTANDING DIVERSITY	4	3	3	21
PROMOTE INCLUSIVITY	2	2	4	14

Managers skill need for SE day to day	NB Priority 1	NB Priority 2	NB Priority 3	After ponderation
PROBLEM SOLVING, THREAT AND OPPORTUNITY ANALYSIS	8	9	6	48
UNDERSTANDING AND PARTICIPATING IN GOVERNANCE	8	4	4	36
FACILITATING & MANAGING RELATIONS WITH VARIOUS STAKEHOLDERS	5	4	3	26
KNOWLEDGE & ATTITUDE OF THE SOCIAL ECONOMY	2	5	7	23
NETWORKS & COLLABORATION	4	3	2	20
DEMONSTRATE AGILITY	2	2	7	17
COLLABORATE & PARTICIPATE	1	3	2	11
BE OPEN AND SENSITIVE TO INTER-CULTURAL ENVIRONMENT	2	2	1	11

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