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VERDEinMED

D.2.2.1 Summary report of Proof of Concept (POC) – Technical Assistance Service

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PreVEnting and ReDucing the tExtiles waste mountain in the MED area

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Contents

Acronyms

APs	Associated Partners
PoC	Proof of Concept
PPs	Project Partners
T/C	Textile and Clothing
RTOs	Research and technology organizations
TAS	Technical Assistance Service
EPR	Extended Producer Responsibility
KPI	Key Performance Indicator
SME	Small and Medium-sized Enterprises
OKR	Objectives and Key Results
PRO	Producer Responsibility Organisation
CSDDD	Corporate Sustainability Due Diligence Directive
PPE	Personal Protective Equipment
GRI	Global Reporting Initiative
CSRD	Corporate Sustainability Reporting Directive

Definitions

Scope 1, 2 and 3 Emissions[1]

- Greenhouse gas (GHG) emissions are classified under the Greenhouse Gas (GHG) Protocol into three categories to clarify sources and responsibilities across an organisation's operations and value chain.
- Scope 1 emissions are direct emissions from sources owned or controlled by the organisation, such as on-site fuel combustion, company vehicles, or industrial processes.
- Scope 2 emissions are indirect emissions from the generation of purchased electricity, heating, cooling, or steam consumed by the organisation.
- Scope 3 emissions include all other indirect emissions that occur across the value chain, both upstream (e.g., raw material production, transportation) and downstream (e.g., product use, end-of-life treatment).

[1] *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)*, World Resources Institute (WRI) & World Business Council for Sustainable Development (WBCSD), 2004.

1. Executive Summary

The Technical Assistance Service (TAS) delivered mentoring support across the seven partners' territories, addressing a total of 41 mentoring cases (Greece: 6, Portugal: 3, North Macedonia: 5, Slovenia: 6, Bulgaria: 4, Italy: 10, Spain: 7).

The mentoring activities were implemented through varied formats, ranging from short on-site diagnostic visits (e.g., one to two visits) to extended, multi-month hybrid mentoring programmes involving repeated sessions.

Rather than functioning as a single standardized intervention, TAS generated a portfolio of case-specific deliverables tailored to the needs of each mentee. Across territories, these outputs consistently fell into six main categories: (i) development of decision-ready baselines and measurement systems, (ii) establishment of management systems and internal governance practices, (iii) pilots and prototypes for circular products or processes, (iv) strategic and business-model roadmaps, (v) compliance and standards-readiness packages, and (vi) outputs aimed at activating partnerships and broader ecosystems.

The most significant and measurable progress occurred when mentoring activities moved beyond general guidance and resulted in concrete deliverables, such as quantified baselines, clearly structured implementation roadmaps with defined responsibilities and sequencing, or execution-ready tools and artefacts (e.g., prototypes, pilot designs, checklists, or calculation tools). In these cases, mentees were able to transition from initial intentions to informed decision-making regarding priorities, investments, compliance pathways, and partnership development.

In cases where objectives were only partially achieved, recurring constraints were identified. These primarily included limited availability of internal data required for certification or footprint assessments, validation processes extending beyond the mentoring timeframe (such as prototype testing), and dependencies on external stakeholders including municipalities, producer responsibility organizations (PRO/EPR schemes), and buyers. Under these circumstances, TAS primarily supported mentees by clarifying next steps, structuring future actions, and reducing uncertainty rather than delivering fully completed implementations.

Across territories, the Technical Assistance Service produced the most credible and transferable impact when mentoring outputs moved beyond "awareness" into: (i) decision-grade baselines (quantified flows, consumption, targets), (ii) execution-ready roadmaps and templates, and (iii) pilots or feasibility signals that reduce implementation risk (costed offers, validated partners, prototype evidence).

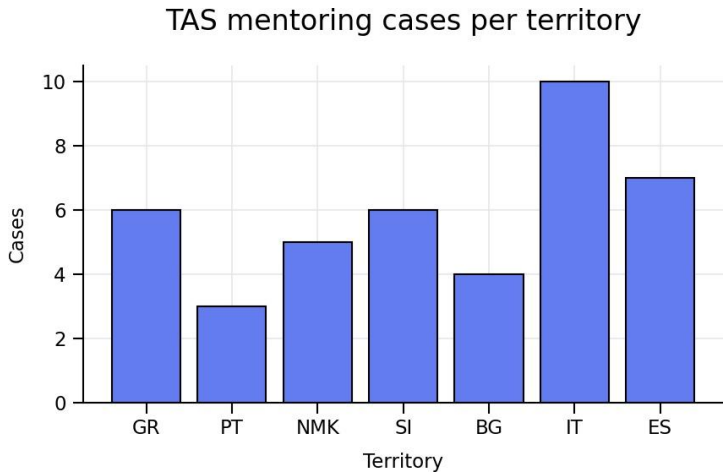

Figure 1: *TAS mentoring cases per territory*

2.Introduction

This report presents the final synthesis of Activity 2.2 – Proof of Concept (POC) – Technical Assistance Service (TAS) implemented within the VERDEinMED project. It outlines the objectives, methodology and results of the multi-phase process designed to support textile-related enterprises in advancing their sustainability and circularity performance.

The activity consisted of a structured sequence of steps that ultimately engaged a wide range of stakeholders, including manufacturers and end-of-life operators of the T/C sector, thus promoting a comprehensive approach to sustainability. Beneficiaries, consisting mainly in small and medium-sized enterprises (SMEs), including start-ups and social enterprises, were supported through tailored mentoring pathways aligned with their individual needs. TAS providers, who were mainly research and technology organisations and consultancy companies, were selected and supervised by transnational mentors drawn from the Project Partners (PPs) and Associated Partners (APs).

The mentoring activities were delivered through a mix of webinars, face-to-face meetings, individual counselling sessions, group workshops and remote support, ensuring effective engagement and meaningful progress toward market readiness.

3.Executive planning

The path that led to the Technical Assistance Service unfolds through successive phases: an initial exploration of the landscape, a refinement of needs, and the gradual construction of the support system that guided the mentoring activities.
Going into detail, the executive planning of the TAS was divided into three phases that ensured a structured approach to identifying needs, selecting experts, and implementing tailor-made support to promote sustainability and circularity across the value chain of the T/C sector.

The first phase, Target Analysis, was based on identification and analysis of the specific needs and potential of the target organizations in each pilot country. This phase focused on understanding the market dynamics, technological requirements, and innovation potential in order to tailor the support services effectively.

The second phase, Technical Assistance Service designing, involved the careful selection of local and transnational mentors based on their expertise and alignment with the needs identified in the first phase. It was expected that during this phase the precise nature of the technical assistance required for each project would be defined, ensuring that the support provided was relevant and impactful.

The third and last phase, Technical Assistance Service Implementation, involved the actual delivery of tailored support to selected companies, ensuring that they receive comprehensive assistance to advance their sustainability and circularity goals.

Each phase built on the insights and foundations laid in the previous phase, promoting a seamless and comprehensive approach. This iterative process ensures that the support provided is not only relevant and targeted but also continually evolves to meet the evolving needs of businesses. As a result, the TAS framework serves as a robust and adaptable system that is driving tangible progress towards a circular economy within the T/C sector.

3.1. Target Analysis

3.1.1. Target identification

The first phase of the Target Analysis provided the foundation upon which the subsequent phases were built. This phase aimed to identify and thoroughly understand the enterprises that could benefit from the Technical Assistance Service (TAS), ensuring that the support delivered would be both relevant and impactful.

The initial step of this phase involved target identification through a detailed mapping of entities considered potential candidates for the TAS. This process was informed by the background analysis conducted under Activity 1.2, namely the Regional Reports on the State of the Art of Textile Waste Management and Recycling, which also provided indications for defining the scope of the support service. The mapping process followed a multi-dimensional approach focusing on three main parameters: geographical area, enterprise size, and sectoral relevance.

Each project partner identified the most appropriate geographical scale for target identification according to the characteristics of its territory. These levels included national, regional, or cluster areas, enabling the project to address a wide range of contexts and conditions, from broader national frameworks to more localized cluster dynamics, each presenting specific challenges and opportunities.
In addition, the mapping categorized organizations according to their size – large, medium, and small enterprises. This categorization was considered essential because enterprise needs and capabilities often vary depending on organizational scale. Larger companies typically possessed greater resources but operated within more complex supply chains, while smaller enterprises were often more agile but faced limitations in resources and capacity for implementing major changes.

The sectoral dimension ensured that relevant stakeholders across the textile and clothing (T/C) value chain were included. By engaging a diverse range of sectors, the project promoted a comprehensive approach to circularity within the textile industry. The sectors

considered included manufacturers as well as operators involved in the end-of-life management of textile materials.

3.1.2. Needs analysis

Following the identification of the target organizations, a detailed needs analysis was conducted to better understand the specific challenges and requirements faced by these entities in relation to sustainability and circularity. This assessment was essential for tailoring the TAS to the actual needs of enterprises and employed different methodologies depending on the size and characteristics of the target groups.

- For the analysis of a larger number of companies, questionnaires were used to collect quantitative data regarding current practices, operational challenges, and specific sustainability-related needs. These questionnaires were designed to capture a broad range of information, including operational processes and strategic priorities, allowing efficient data collection from a large sample of respondents.
- Focus groups were organized to facilitate in-depth discussions among stakeholders within the textile and clothing value chain. These sessions provided qualitative insights into the perceptions, attitudes, and needs of medium-sized enterprises and enabled a deeper exploration of issues that might not have emerged through questionnaires alone.
- For smaller and more specialized groups, targeted interviews were conducted with key industry actors, including opinion leaders, innovators, and sector experts. These interviews generated expert insights, helped validate the findings of the questionnaires and focus groups, and contributed to the identification of best practices and innovative approaches that could be shared across the broader community.

The needs assessment conducted within the VERDEinMED project involved all participating countries, ensuring a thorough understanding of both regional and national contexts. This process made it possible to identify the specific challenges and requirements faced by textile and clothing (T/C) companies in the areas of sustainability and circularity. By utilizing various communication methods, a wide spectrum of businesses across the value chain were reached. This comprehensive approach enabled the development of targeted strategies tailored to the unique conditions of each territory, while response rates varied from country to country.
Below is an overview of the methods used and the corresponding response rates for each country.

- Bulgaria (Bulgarian Fashion Association): The questionnaire was distributed by email, telephone, social media and by visiting the TexTailor Expo in Plovdiv. A total of 16 responses were received, giving a response rate of 18.5% (16 responses out of 86 companies).
- Greece (CERTH & DIADYMA): The team obtained contact details for 120 companies through desktop research and company contacts. The questionnaire was sent by email, with follow-up phone calls and direct contact via social media (Instagram). A total of 15 responses were received, giving a response rate of 12.5% (15 responses out of 120 companies).

- Italy (Confindustria Umbria): The questionnaire was distributed by email, followed by telephone calls for further engagement. A total of 12 responses were received, giving a response rate of approximately 31% (12 responses from 39 companies).
- North Macedonia (Textile Trade Association - Textile Cluster): The questionnaire was distributed by e-mail with explanatory information, and direct contact was made by telephone. A total of 31 responses were received from 75 companies, giving a response rate of 40%.
- Portugal (CITEVE): The questionnaire was distributed both in person at the Modtissimo exhibition and by e-mail. A total of 9 responses were received, but the response rate was not explicitly calculated since it is not certain how many questionnaires were distributed.
- Slovenia (eZavod): The questionnaire was distributed by email, with follow-up telephone calls and direct contact via LinkedIn. A total of 7 responses were received from 50 companies, giving a response rate of 14%.
- Spain (CTA & CONSORCI): The questionnaire was distributed by email, with follow-up telephone calls where necessary, and additional online interviews for Andalusian companies. A total of 137 responses were received, giving a response rate of 43.5% (137 responses from 315 companies).

This overview highlights key trends in distribution methods and response rates across the participating countries. Email was the most commonly used method of distributing the questionnaire, often complemented by follow-up phone calls, social media outreach or direct contact. This multi-channel approach proved essential to effectively engage companies.

Overall, although response rates varied considerably between countries, the results were considered moderately satisfactory given the challenges typically associated with such surveys, such as time constraints and limited availability or interest of participants. Personalised follow-ups and direct interactions generally resulted in higher response rates, underlining the importance of targeted engagement to achieve meaningful participation.
In the case of Greece, the high prevalence of micro-enterprises with limited resources (time, money, and skilled personnel) reveals structural barriers that hinder participation in EU-funded projects and complicate the implementation of circular economy practices. These challenges are compounded by organizational inefficiencies and the difficulty of navigating complex regulatory frameworks. Similar issues are observed in Bulgaria, where companies face financial constraints and limited access to technology, and in Slovenia, where a lack of awareness and engagement exacerbates low participation rates. In contrast, Spain benefited from a dual approach combining online surveys and in-person engagement, allowing for a deeper understanding of regional challenges, particularly in Andalusia and the Valencian Community. These findings emphasize the need for regionally tailored strategies that address specific barriers and capitalize on local strengths to foster sustainability and circularity in the textile and clothing sector.

Analysis of questionnaire answers

The results of the Needs Assessment conducted reveal several common challenges as well as unique regional nuances that influence the sustainability and circularity efforts of T/C companies.
One of the most prominent findings across the board is the presence of common challenges that hinder progress towards achieving a circular economy. These include:

- Lack of technology and expertise: Companies from Bulgaria, Portugal, and Greece expressed significant difficulties in accessing advanced technologies and the technical know-how required to adopt circular practices effectively. In particular, Greek companies highlighted a lack of knowledge about sustainability concepts, which limits their capacity to engage with circular economy initiatives.
- Financial barriers: The high cost of certifications, sustainable materials, and energy-efficient technologies were identified as key barriers, particularly by companies in Italy and Bulgaria, who emphasised the critical need for financial support.
- Limited consumer demand: In countries such as Bulgaria and Spain, companies noted that low market demand for sustainable products made it challenging to justify the investment in circular solutions.
- Regulatory complexity: Navigating complex regulations and sustainability standards remains a challenge, particularly in regions such as Greece and Slovenia where clearer policy frameworks are needed. Greek companies, in particular, pointed out confusion surrounding the multitude of certifications and labels available in the market, which complicates their efforts to align with sustainability standards.

While these common barriers link many countries, regional differences further shape the landscape of needs and priorities:

- In Spain, the dual approach to data collection, combining face-to-face engagement with online surveys, allowed for a deeper and more comprehensive understanding of company challenges, particularly in the Andalusian and Valencian regions.
- In Portugal, there was a strong focus on waste management and recycling, highlighting specific concerns around end-of-life processes.
- Slovenia reported challenges in participation and outreach, highlighting the need for improved engagement strategies to connect with companies in the T/C sector. T/C companies are focused on legal, operational, and educational support. Companies identified issues such as the double tax on second-hand products as a major barrier. Technical assistance is needed to navigate regulatory complexities and compliance. Respondents emphasized the importance of forging relevant partnerships with stakeholders to address circularity challenges collectively. Increased collaboration with other enterprises was identified as a priority to enhance competitiveness and innovation. Companies expressed a need for structured training opportunities to strengthen capacities in key areas.
- In Greece, responses were concentrated in Northern Greece (Central Macedonia) and Attiki, the country's most important manufacturing hubs, reflecting the centralization of textile activities in these regions, where micro and small enterprises dominate, making them critical areas for targeted funding and

technical training. Addressing the challenges faced by companies in these hubs, such as limited resources and a lack of sustainability knowledge, is essential to advancing the sector's transition toward circularity and sustainability.

In addition to these findings, companies in most countries recognised the importance of sustainability labelling, although implementation remains a challenge. High costs, complexity of compliance and difficulties in tracking supply chain information were commonly reported. Countries such as Italy and Portugal showed relatively high adoption rates of recognised labels such as GOTS and OEKO-TEX, highlighting a growing awareness and market readiness in these regions. However, other countries lagged behind due to resource constraints, limiting their ability to implement such certifications. These challenges underline the need for tailored support measures, such as financial incentives and simplified certification processes, to help companies adopt and benefit from sustainability labelling systems.

The Target Analysis phase concluded with the identification of the target entities according to sector, size, and key needs. This detailed understanding formed the basis for the development of the Technical Assistance Service, ensuring that the support provided was aligned with the actual requirements of the enterprises. It also enabled the identification of the core TAS topics by focusing on the most critical areas requiring intervention to advance sustainability and circularity in the textile and clothing sector.

Overall, the targeting analysis represented a systematic process aimed at mapping the landscape of potential beneficiaries, understanding their needs, and establishing the foundation for tailored technical assistance. Through this process, the VERDEinMED project ensured that its interventions were relevant, targeted, and capable of supporting effective implementation in the following phases.
Within October 20, 2024, all partners had carried out the needs analysis according to the characteristics of their specific context.

3.2. Technical Assistance Services (TAS) designing

The second phase of executive planning focused on the selection of experts and the identification of the Technical Assistance Services (TAS), building on the findings of the Target Analysis phase. This phase aimed to assemble a qualified team of experts and to design a tailored approach for delivering technical assistance to the identified enterprises, ensuring that the support provided addressed the specific challenges and opportunities identified during the initial phase.

The selection of experts represented a critical step in this process, as the effectiveness of the TAS depended largely on the expertise and experience of the mentors involved. Based on the needs identified during the Target Analysis conducted in each territory, Confindustria Umbria (CONF) developed a Call for Expression of Interest aimed at ensuring coverage of all required services and selecting highly experienced experts in the relevant fields of intervention. The draft call was circulated to project partners by the end of November 2024, after which partners provided comments and proposed amendments. Following this consultation process, Confindustria Umbria finalized the call.

The Call for Expression of Interest, including the terms of reference and application form agreed among partners, was subsequently published through the official channels of all partners in March 2025.
Local mentors were selected based on their expertise in relevant technical areas and their strong understanding of the local context, industry practices, and regulatory frameworks. Their knowledge of regional conditions was considered essential for tailoring the TAS to the specific needs of enterprises operating within each pilot territory.

By July 2025, Confindustria Umbria, with the support of all project partners, established a common shortlist of selected local mentors and the corresponding services they could provide. Each partner was then able to select the most suitable proposals for the enterprises in their respective territories. The local mentors Short List was published in the VERDEinMED's website (https://verdeinmed.interreg-euro-med.eu/2025/07/03/publication-of-the-verdeinmed-shortlist-of-service-providers/).

In addition to the local mentors, transnational mentors were selected from the Project Partners (PPs) and Associated Partners (APs). These mentors contributed broader expertise and cross-border perspectives, enabling the project to address challenges that extended beyond national contexts. Their knowledge complemented the expertise of the local mentors, creating a comprehensive support framework for the participating enterprises.

Following the establishment of the expert team, the project defined the operational approach for delivering the Technical Assistance Services. This included identifying the most appropriate formats and methods for providing support, as well as allocating the necessary resources to ensure effective and sustainable implementation.

The content of the TAS was designed to directly address the key issues and needs identified during the Target Analysis phase. A combination of delivery methods was adopted to accommodate different learning preferences and operational needs of the participating enterprises. These methods included webinars to provide accessible expert knowledge on sustainability and circularity topics; face-to-face meetings to enable interactive discussions and hands-on guidance; individual counselling sessions to deliver tailored support for specific company challenges; group workshops to encourage peer learning and the exchange of best practices; and remote mentoring sessions to ensure continuous support regardless of geographical limitations.

To ensure effective implementation, each project partner defined the allocation of time and resources dedicated to each enterprise receiving TAS. These allocations were adjusted according to the size, sector, and specific needs of the organizations within each pilot country, maximizing the impact of the support provided.

Finally, quality assurance mechanisms were introduced to monitor and improve the effectiveness of the TAS. Peer review meetings were organized in conjunction with VERDE Academy events, creating opportunities for continuous evaluation and feedback from both mentors and participating enterprises. These events also enhanced the learning experience by providing additional training and capacity-building opportunities.

In conclusion, this second phase represented a structured process aimed at assembling

a qualified pool of experts and establishing a tailored framework for delivering technical assistance. By selecting appropriate mentors and defining a comprehensive TAS delivery approach, the project ensured that participating enterprises received targeted support to enhance their market readiness and contribute to the transition toward a circular economy in the textile and clothing sector.

3.3. TAS Implementation

The third phase focused on the implementation of the Technical Assistance Services (TAS) and represented the culmination of the preparatory work conducted during the previous phases. The outcomes of the target and needs analysis, together with the expert selection process, directly informed the design and delivery of the TAS, ensuring that the selected enterprises received targeted and effective support. This phase translated the project's preparatory activities into concrete assistance for enterprises.

The selection of enterprises eligible for TAS support resulted from the comprehensive mapping and needs assessment carried out during Phase 1. This process ensured that the enterprises selected were those most capable of benefiting from the support and contributing to the project's objectives related to sustainability and circularity in the textile and clothing (T/C) sector. The categorisation developed during the target analysis phase, which considered geographical location, enterprise size and sector, guided the selection procedure.

To ensure transparency and equal access, each project partner published a call for expressions of interest to identify enterprises willing to participate in the TAS activities. This approach allowed the project to reach a wider pool of potential beneficiaries and encouraged the participation of a diverse range of enterprises across the target regions.

The enterprise selection process was finalized by all project partners by September 30, 2025, and the implementation of the TAS was carried out during the period October-December 2025. This stage included a series of activities designed to provide structured and comprehensive support to the selected enterprises.

List of services and areas of support

The services available include:

- Private/Group Consulting – Personalized advisory services to address sustainability challenges specific to the textile industry.
- Coaching – Strategic guidance for integrating circular economy principles into business operations.
- Training – Educational programs, workshops, and capacity-building activities tailored to the needs of textile businesses.
- Mentoring – Ongoing advisory support to facilitate the adoption of best practices and innovative solutions.

The areas of support included:

A. Support services for product sustainable innovation (ecodesign, second-life products, material innovation)

B. Support services for process sustainable innovation (circular innovation, material

recovery, recycling, waste minimization)
C. Product/process sustainability certifications (LCA, EcoLabel, EPD)
D. New international legal and regulatory standards & labelling (GOTS, OEKO-TEX, Fair Trade)
E. Climate Change Services (carbon accounting, net-zero strategies, climate risk assessment)
F. Circular Economy Services (closed-loop systems, waste reduction, EPR systems, take-back schemes)
G. Certifications and Policies Services (sustainability policies, compliance, certification training)
H. Manufacturing Systems Optimization (lean manufacturing, energy-efficient machinery, monitoring systems)
I. Energy Management Services (energy audits, renewable energy integration, analytics-based optimization)
J. Environmental Legislation Compliance (legal audits, business compliance, trade regulations)
K. Sustainable Business Models Development (corporate sustainability strategies, stakeholder engagement, green innovation)

Partners organised preliminary activities, including thematic training sessions and workshops addressing the key challenges identified during the needs analysis phase. These activities also made use of the training materials developed under Activity 1.3 and the content available through the project knowledge platform. The training sessions provided participating enterprises with essential knowledge and competencies related to sustainability and circular economy principles, while interactive workshops facilitated peer learning and the exchange of best practices among participants. These activities aimed to strengthen the foundational understanding of sustainability and circularity concepts and to prepare enterprises for the subsequent tailored support activities.

Following this initial stage, the core TAS activities were implemented through the provision of tailored technical support, based on the specific needs previously identified for each enterprise. The assistance was delivered through flexible support mechanisms, enabling experts and partners to address the individual challenges and opportunities faced by each participating enterprise. The approach emphasised interactive engagement, expert guidance and collaborative problem-solving, supporting enterprises in improving their sustainability performance and operational practices.

An important component of this phase was the continuous monitoring and evaluation of the TAS implementation. Regular assessments were conducted to track the progress of participating enterprises in adopting sustainable and circular practices and to ensure that the support provided remained aligned with their evolving needs.

In addition, feedback from the participating enterprises was systematically collected throughout the implementation period. This feedback contributed to the refinement of the TAS activities and supported the development of a responsive and adaptive assistance framework. The overall impact of the TAS on the enterprises' market readiness and sustainability practices was evaluated in order to assess the effectiveness of the support provided and to identify potential areas for improvement.

In summary, this third phase ensured that the selected enterprises received targeted support aligned with their specific needs. The preparatory work carried out during the previous phases proved essential for the effective implementation of the TAS. Furthermore, the structured monitoring and evaluation process ensured continuous assessment and improvement of the services provided, maximising the project's impact and contributing to the achievement of its objectives.

4. Background and foundations

4.1 Methodological note

Following the approximately three-month implementation of the TAS in each country, an analysis was carried out following the collection of the 41 reports jointly prepared by mentors and beneficiaries, using a shared template.

The methodological approach used combines quantitative aggregation and qualitative thematic analysis. Quantitative data derived from structured and closed sections of the reports were aggregated to provide an overall profile of the mentoring activities. Qualitative information from open-ended sections was analysed through thematic clustering to identify recurring outcomes, challenges, lessons learned, and recommendations.

The analysis was conducted with the objective of identifying cross-cutting patterns and shared evidence across the mentoring cases, rather than assessing individual performances. This approach allows for the capitalisation of results at programme level and supports the extraction of transferable insights relevant to future mentoring initiatives.

4.2 Regional context – country profiles[2]

Greece

Greece has a moderate textile and clothing (T/C) sector primarily composed of SMEs. Textile waste collection and recycling systems are still developing, with limited large-scale fibre-to-fibre recycling infrastructure, mainly non-wovens. Collection is fragmented and relies significantly on manual sorting and reuse markets. Regulatory alignment with EU circular economy policies is progressing, but operational capacity for advanced recycling remains limited.

Profile: Emerging circular ecosystem with infrastructure gaps.

Spain

Spain has a relatively strong textile manufacturing base and a structured waste management framework. Recycling infrastructure is expanding, including mechanical and thermal recycling actors. While collection systems are improving, landfill and export still play roles in waste handling. Spain demonstrates industrial capacity and is transitioning toward higher-value recycling solutions.

Profile: Industrial ecosystem in transition toward circularity.

Portugal

Portugal has one of the most structured textile sectors in Southern Europe, with strong export orientation and technical textile expertise. Sustainability certifications and environmental performance standards are widely adopted. However, fibre-to-fibre

[2] D1.2.2_VERDEinMED_WP1_A1.2_final

recycling capacity remains limited compared to production volumes.
Profile: Advanced manufacturing ecosystem with growing circular ambition.

Slovenia

Slovenia has a small but organised textile sector. Waste management is structured, and awareness initiatives are active. Industrial recycling capacity is limited, and export of used textiles remains significant. The country shows policy alignment with EU sustainability objectives but operates on a smaller industrial scale.
Profile: Small-scale but policy-aligned ecosystem.

Italy

Italy is one of Europe's leaders in textile and garment sector, sorting and mechanical recycling, with strong industrial clusters such as Prato. It has significant expertise in fibre regeneration and recycling technologies. While chemical recycling is still developing, Italy hosts a mature circular textile infrastructure compared to other Mediterranean countries.
Profile: Mature recycling-driven ecosystem leader.

North Macedonia

North Macedonia has a strong garment manufacturing base, largely export-oriented. Recycling infrastructure is limited, and waste management systems are less developed compared to EU Member States. The sector focuses more on production than on circular recovery systems.
Profile: Production-oriented ecosystem with limited recycling capacity.

Bulgaria

Bulgaria has a growing textile and garment sector, primarily focused on manufacturing. Waste management and recycling systems are developing but remain limited in high-value fibre-to-fibre recycling. Export of second-hand textiles and reuse markets play an important role.
Profile: Transitional manufacturing ecosystem with emerging circular initiatives.

5. Overview of the mentoring programme

5.1 Profile of participants

Programme totals (across all territories):

- Total mentoring cases: 41
- Total mentors (unique per territory counts, non-duplicated across territories): 20
- Total mentees/companies: 41

Territory	Cases	Mentors
BG	4	2
ES	7	2
GR	6	6
IT	10	1
MK	5	3
PT	3	1
SI	6	5

5.2 Mentoring cases covered

Chapter 2 lists the mentoring cases by territory with mentor and beneficiary names. From Chapter 3 onwards, cases are referenced only by anonymous codes (e.g., GR-1, ES-7).

In accordance with privacy and confidentiality requirements, the names of mentors who did not grant explicit consent for publication have been replaced with anonymised codes.

GR – mentoring cases

Case	Mentor	Mentee	Sector / Focus
1	Clara Mallart Lacruz	Christiana Vardakou	Sustainable & artisan textile micro-enterprise
2	Panos Sofianos - The Deniman	ORATIA	Sustainable fashion microcompany / materials & communication
3	Jose David Allo Rama	TEXCYCLE	Textile waste management & circular economy
4	Dr Fiori Zafeiropoulou	NOEMA	Biobased yarn innovation, prototyping & go-to-market
5	Dr Daniela Zavec & M.A. Katja Kek - TITERA d. o. o	Axion Cotton	PPE/workwear circularity, recycling & pilots
6	Mentor-GR6	PERIVALLON S.A.	Textile waste collection expansion: EPR/PRO & municipality cooperation, business/location scenarios, traceability/reporting

PT – mentoring cases

Case	Mentor	Mentee	Sector / Focus
1	Mentor-PT-1-2-3	Allcost – Têxteis para Hotelaria Lda.	Hospitality textiles: sustainability roadmap, due diligence (CSDDD-aligned), certifications orientation
2		Unifardas Confecção S.A,	Healthcare uniforms: circular pilot concept (take-back, routing, evaluation indicators)
3		A. Fiúza & Irmão Lda. (Afisocks)	Socks: sustainability reporting plan (GRI/CSRD), phased implementation timeline

MK – mentoring cases

Case	Mentor	Mentee	Sector / Focus
1	Planum Konsalting, Skopje	Ekocentar 97	Pre-consumer textile waste evidence & feedstock profile; strategic and investment decision support for recycling expansion
2	EcoMosaic	Comfy Angel	Manufacturing site audit: occupational H&S, energy efficiency and waste management action list
3	Mrs. Slavjanka Pejchinovska - Andonova	TEKSOMAK-Mrs. Evgenija Najdoska	Textile collection operator: EPR compliance, municipal cooperation strategy, digital scaling orientation
4	Planum Konsalting, Skopje	Elena Luka Tekstil,	Apparel manufacturer: Strategic Plan for ready-to-wear scaling with ESG integration
5		Innaco	Mattress producer: study of polyurethane/memory-foam waste recycling alternatives and recycler mapping

SI – mentoring cases

Case	Mentor	Mentee	Sector / Focus
1	Involve Evolution - Polona Hrovat Mavsar s.p.	Martise d.o.o.	Micro-enterprise: baseline scan, Theory of Change and OKR/KPI scaffold for a mini sustainability strategy
2	Nina Logar, - NINAROZINA, Nina Logar s.p.	BORGLA d.o.o.	Reusable textile packaging: requirements, pattern/cut-plan, prototype, sourcing shortlist
3	Zavod KNOF so.p.	CPU d.o.o., so.p. – Center ponovne uporabe (Slovenske Konjice, Slovenia)	Reuse centre: pathway decision tree for non-sellable textiles and scaling/B2B recommendations
4	Nataša Peršuh, Hishka d.o.o.	Zavod Jazon (Etri Group)	Closed-loop upcycled workwear concept: prototype parameters, production-loop QC, inclusive business model framing
5	Tina Logar Bauchmüller	BRINAS STUDIO (Romana Brina Gobec s.p.)	Sustainable fashion micro-enterprise: sustainability-driven business model prioritisation, go-to-market planning, and conversion-oriented marketing tools (campaigns, e-mail marketing, website optimisation).
6	KNOF so.p.	FONATERM d.o.o.	Textile-based insulation manufacturer: circular product concept development, go-to-market roadmap, certification orientation, and fundraising pathways for market entry.

BG – mentoring cases

Case	Mentor	Mentee	Sector / Focus
1	DONEV DESIGN LTD.	OLD MONEY LTD.	Micro fashion brand: responsible production, waste minimisation, financial resilience, sustainability comms, DPP planning
2	ELLEA GLOBAL PARTNERS	BULAMMAS LTD.	B2B shirts: year-round revenue and circular portfolio; ESPR/DPP readiness and green-claims compliance
3		REMIX IVA LTD.	Retail and sewing centre: ecodesign and ESPR/DPP readiness; circular business ideas incl. rental and leftover marketplace
4	DONEV DESIGN LTD.	BANDEROL LTD.	Made-to-order formalwear: ecodesign and low-cost DPP via QR; energy efficiency and policy actions

IT – mentoring cases

Case	Mentor	Mentee	Sector / Focus
1	Beatrice Bisceglia - Process Factory	AB CREAZIONI SRL	Chemical management system implementation (ZDHC-aligned) using Ympact: roles, inventory, procedures and improvement plan

2		ERREGI SRL	Chemical management system implementation (ZDHC-aligned) using Ympact: roles, inventory, procedures and improvement plan
3		FERRINI SRL	Chemical management system implementation (ZDHC-aligned) with milestone certification (4S CHEM) and improvement plan
4		PAOLAMELA SRL	Chemical management system implementation (ZDHC-aligned) using Ympact: roles, inventory, procedures and improvement plan
5		NOVELLA CONFEZIONI SRL	Chemical management system implementation (ZDHC-aligned) using Ympact: supplier engagement, inventory compliance and improvement plan
6	Marco Scovacricchi - Process Factory Srl	Cardinalini & C SPA	Environmental impact quantification (energy/water/GHG) and baseline KPI system using Ympact; improvement roadmap
7		CONFEZIONI GAP SRL	Environmental impact quantification (energy/water/GHG) and baseline KPI system using Ympact; improvement roadmap
8		ELLEMODA SRL	Environmental impact quantification and Scope 1-2 footprint; roadmap with clear reduction levers
9		STERNE INTERNATIONAL SPA	Environmental impact quantification (water, energy, GHG), sustainability maturity assessment, and improvement roadmap for continuous performance monitoring.
10		TI STYLE IT SRL	Environmental impact assessment, sustainability maturity evaluation, and KPI-based roadmap for impact reduction.

ES – mentoring cases

Case	Mentor	Mentee	Sector / Focus
1	AITEX	J. MOLTÓ LT, S.L.U	Textile finishing/dyeing: waste stream diagnosis and regulatory/DPP capacity building; barrier analysis
2		JOSE GISBERT S.L.	Weaving/knitting: waste baseline and regulatory/DPP capacity building; barrier analysis
3		KOOPERA SERVICIOS AMBIENTALES S.COOP	Post-consumer sorting: material-flow baseline and cotton dust valorisation synergy; regulatory capacity building
4		HILADOS LES MOLINES, S.L	Staple fibre spinning: processing baseline and waste rate; regulatory capacity building; synergy exploration

5		ALCOCERTEX S.L.U.	Mechanical recycling: by-product baseline and cotton dust valorisation synergy; regulatory capacity building
6		FERPAPUNT, S.L	Made-to-order knitting: low-waste model diagnosis and regulatory/DPP capacity building; barrier analysis
7	FNO PROJECT S.L.U.	Mayoral Moda Infantil SAU	Large apparel brand: SBTi-ready Scope 3 product footprint methodology, calculator suite and 10-year decarbonisation roadmap

6. Cross-territory synthesis

6.1 TAS impact pathway

To understand the value generated by the TAS, it is useful to trace how the mentoring activities translated into concrete changes across the participating enterprises, moving from initial guidance to structured planning, operational tools and early signs of implementation.

TAS outcomes are best understood as a progression along an "impact ladder" that reflects increasing implementation readiness:

1) Orientation: compliance literacy, curated references, and better problem framing.
2) Structured planning: roadmaps, scenarios and implementation sequencing that reduce uncertainty and align actions to capacity.
3) Execution artefacts: prototypes, calculators, checklists, inventories and templates that can be used immediately.
4) Early traction: measurable signals such as waitlists, submitted pilots, supplier commitments or defined investment cases.

In this PoC cycle, most cases reached levels (2) and (3). A smaller subset reached level (4), typically when (i) baseline data were available quickly, (ii) the mentoring window aligned with a clear deadline, or (iii) the intervention focused on a narrow, testable output.

6.2 Selected quantified evidence highlights (cross-territory)

Selected cases	Quantified / decision-grade output	What decision/change it enables	Primary impact type
MK-1	Estimated 6,000–7,000 t/year national pre-consumer textile waste; composition estimate 19% cotton / 11% synthetics / 69% blends.	Creates a feedstock baseline for recycling business cases and investment staging.	Baseline/measurement
ES-7	SBTi target architecture: 25% absolute reduction	Moves climate strategy from high-level intent to SBTi-grade	Footprinting & targets

	over 10 years (2.5%/year) supported by customised product-footprint calculators and a 10-year roadmap.	submission readiness and annual governance.	
IT-8	Scope 1 and 2 footprint quantified (location-based vs market-based) with a 31.6% difference driven by electricity factors; clear priority levers identified.	Enables procurement and energy strategy choices to be evaluated with quantified emissions impacts.	Baseline/measurement
IT-7	Quantified 2024 operational baseline (production, electricity, water, natural gas), enabling intensity KPIs for continuous improvement.	Turns sustainability claims into trackable performance management.	Baseline/measurement
BG-1	Financial resilience parameter: emergency reserve target of 5–10% and crisis-response measures.	Connects sustainability ambitions with business continuity planning.	Business resilience
PT-3	Sustainability report planning: a seven-phase plan with an estimated 24-week timeline (GRI/CSRD preparation).	Creates a concrete reporting implementation path rather than an abstract aspiration.	Reporting roadmap

6.3 Output patterns by territory

While the TAS followed a common methodological framework, the type and depth of outputs varied across territories, reflecting differences in enterprise maturity, data availability, regulatory context and operational needs; the following overview highlights these distinct patterns.

- Italy concentrated on the implementation of auditable management and measurement systems (chemical management and environmental baselines), producing evidence infrastructure and improvement plans suitable for client and scheme requirements.
- Spain combined (i) a cluster-style industrial mentoring set focused on waste diagnostics and regulatory/DPP literacy, and (ii) a high-intensity corporate footprinting case that translated into SBTi-grade target setting and tool

development.

- Portugal focused on training-driven implementation planning and the development of practical sustainability management tools for participating enterprises. The support addressed sustainability priorities and provided guidance on the framing of a due diligence process aligned with the principles of the Corporate Sustainability Due Diligence Directive, helping the company clarify its regulatory compliance pathway and identify the internal data requirements necessary for implementation.
- Greece and Bulgaria mainly served SMEs and micro-enterprises, with strong emphasis on feasibility, low-cost compliance readiness (e.g., DPP via QR), product/circular pilots, and business resilience.
- MK delivered shorter, consulting-day packages that produced decision-support studies (waste baselines, recycling alternatives) and compliance/scaling guidance for collectors and manufacturers.
- Slovenia focused on practical, micro-scale implementation artefacts (strategy scaffolds, prototypes, reuse pathway maps) and scaling logic for reuse/upcycling operators.

7. Territory snapshots

GR (Greece)

Selected case highlights:

Case code	What was delivered	What changed / next decision enabled
GR-4	Customer discovery and initial prototype pipeline and outputs.	Provides early traction and defines the next validation tasks (performance testing and impact verification).
GR-6	Compliance guidance for municipal/PRO cooperation plus a first flows tracking and reporting scheme.	Clarifies how to operate as a compliant collector and what data must be validated before scaling.

PT (Portugal)

Selected case highlights:

Case code	What was delivered	What changed / next decision enabled
PT-1	Sustainability priorities and due diligence process framing (CSDDD-oriented).	Clarifies compliance pathway and internal data requirements to proceed.
PT-2	Circular pilot concept for one product line with defined evaluation indicators.	Turns circular ambition into a testable pilot design and measurement plan.
PT-3	Structured plan for the company's first Sustainability Report (GRI/CSRD preparation).	Creates an implementable reporting timeline with phases and governance needs.

MK (North Macedonia)

Selected case highlights:

Case code	What was delivered	What changed / next decision enabled
NMK-1	National pre-consumer textile waste estimate and composition profile.	Provides a quantified feedstock baseline for recycling expansion decisions.
NMK-2	Factory audit and action list (H&S, energy efficiency, waste handling).	Gives an implementation checklist that can be sequenced and budgeted internally.
NMK-5	Study of polyurethane /memory foam recycling alternatives and recycler mapping.	Enables a switch from energy recovery to higher-value recovery routes with identified contacts.

SI (Slovenia)

Selected case highlights:

Case code	What was delivered	What changed / next decision enabled
SI-1	Baseline scan, Theory of Change and OKR/KPI shortlist.	Improves credible sustainability communication and internal accountability with minimal overhead.
SI-2	Reusable textile packaging prototype, pattern/cut-plan and sourcing shortlist.	Delivers a tangible prototype and documentation for iteration and scale-up.
SI-3	Reuse pathway decision tree and B2B recommendations.	Moves operations from ad-hoc handling toward systematic routing and revenue stabilisation.

BG (Bulgaria)

Selected case highlights:

Case code	What was delivered	What changed / next decision enabled
BG-1	Crisis planning and financial resilience measures and DPP content fields defined.	Connects sustainability with business continuity and compliance readiness.
BG-2	Portfolio of circular business ideas and DPP pilot for shirts.	Creates options for year-round revenue and a phased implementation pathway.
BG-4	Low-cost internal measures and increased readiness for ESPR and Digital Product Passport.	Enables immediate low-burden improvements while preparing for future regulation.

IT (Italy)

Selected case highlights:

Case code	What was delivered	What changed / next decision enabled
IT-1 to IT-5	Development of Chemical Management: roles, inventory, policies, procedures, training, and improvement actions (ZDHC-aligned).	Improves client-facing credibility and reduces chemical compliance risk; creates a workflow that can be maintained.
IT-6 to IT-8	Quantified environmental baselines and footprint elements with improvement plans.	Enables KPI tracking and prioritised reduction actions rather than generic environmental commitments.

ES (Spain)

Selected case highlights:

Case code	What was delivered	What changed / next decision enabled
ES-1 to ES-6	Waste stream/throughput diagnostics and regulatory/DPP reference package and barrier analysis.	Improves compliance literacy and identifies realistic constraints and improvement directions.
ES-3/ES-5	Cotton dust valorization pathway linking sorter and recycler.	Creates a practical circularity pathway that can reduce landfill/energy recovery reliance.
ES-7	Scope 3 product-footprint methodology, calculators and 10-year decarbonisation roadmap aligned to SBTi.	Delivers submission-grade targets and internal execution logic.

8. Lessons Learned

The experience gained throughout the implementation of the TAS offers a set of valuable lessons, providing insights into what worked well, what proved challenging, and which elements can inform future support schemes.

- Diagnosis first, then solutions: cases that began with structured diagnostics (baseline scans, questionnaires, platform self-assessments) moved faster from discussion to prioritised action.
- Data availability is the main bottleneck: certification pathways, footprinting and management systems are constrained by internal data retrieval and ownership assignment.
- Outputs should match maturity: micro-enterprises benefit most from low-burden templates, roadmaps and QR-based DPP approaches; industrial firms benefit from auditable systems and quantified KPIs.
- Pilot-first logic reduces risk: pilots/prototypes worked best when they included clear evaluation variables and a feasible scale (small, testable, measurable).
- Synergies are not automatic: inter-company circularity requires residue compatibility and operational fit; facilitation can identify opportunities, but feasibility depends on material and market constraints.
- Regulatory readiness is valuable, but only when connected to concrete actions: mentoring was most impactful when regulatory orientation translated into checklists, data fields, governance steps or calculators.

9. Specified results based on TAS

9.1 Decision-grade baselines enabling monitoring, benchmarking and investment decisions

Across multiple territories, TAS translated “sustainability intent” into quantified baselines that can be used for prioritization, budgeting, and year-on-year tracking.

- ES-1 (waste baseline for operational decisions): quantified annual waste streams including wastewater sludge 74.33 t/yr, paper & cardboard 74.33 t/yr, textiles 29.6 t/yr, plastics 25.38 t/yr, ferrous metals 6.52 t/yr (used to prioritise the most material streams and barriers).
- ES-4 (by-product baseline for valorisation): quantified by-products including spinning powder 139.61 t/yr (sent to cement kilns), spinning dust 54.76 t/yr (landfilled), plus carton 36.88 t/yr and plastic 21.74 t/yr (used to justify a valorisation pathway).
- IT-7 (resource baseline translated into intensity KPIs): captured 2024 totals (130,000 pieces; 131,398 kWh electricity; 809.62 m^3 water; 20,060 Smc - standard cubic meter - natural gas) and derived intensity KPIs (e.g., 1.01 kWh/piece and 6.23 L/piece) for continuous improvement.
- IT-8 (auditable Scope 1 & 2 footprint with split): quantified Scope 1and 2 as 17,098.15 kg CO_2e (location-based) split into Scope 1: 11,916.12 kg and Scope 2: 5,182.03 kg, supporting targeted reduction planning.
- MK-1 (feedstock baseline for recycling investment): estimated pre-consumer textile waste at 6,000–7,000 t/yr, with composition ~19% cotton, ~11% synthetics, ~69% blends (shares appear rounded).
- MK-2 (industrial waste baseline at scale): documented ~900 t textile waste (2024) within ~1,100 t total waste, establishing a measurable improvement baseline.
- ES-7 (decarbonisation baseline and milestone tracking): set an SBTi-style target structure (25% absolute reduction over 10 years) and reported 17.24% “TOTAL DECARBONIZED” by 2024 (2022 to 2024), with explicit modelling assumptions (e.g., end-of-life: 95% landfill / 5% recycled).

9.2 Governance and management systems converting intent into repeatable practice

A recurring output was the creation of structured management infrastructure (roles, inventories, procedures, training, phase-out routines), shifting from “one-off action” to a repeatable system.

- IT cases documented a structured sequence: appoint responsible role(s), map supply chain, build chemical inventory, set internal policy, train staff, assess traceability, define phase-out plan, and establish procedures supported by digital tools.
- PT-1 (due diligence process translated into an implementable project): produced a final project proposal to implement a due diligence process aligned with the Corporate Sustainability Due Diligence Directive concept and related obligations.
- GR-6 (traceability/reporting governance for textile-waste collection): reinforced the need for flows monitoring, traceability, and reporting as prerequisites for compliant implementation, linked to cooperation models (municipalities and PRO/EPR).

9.3 Regulatory and compliance readiness translated into operational decision support

Regulatory readiness moved beyond general awareness into practical, case-relevant guidance (eco-design, traceability, DPP readiness, risk management).

- ES portfolio: delivered a regulatory webinar covering 16 relevant EU directives/regulations, plus guidance and direct links to support eco-design, waste and traceability understanding.
- BG portfolio: operationalised ESPR/DPP readiness with SME-feasible approaches (e.g., QR-linked product information) and strengthened compliance-aware sustainability communication and green-claims risk awareness.
- MK-3 (EPR compliance with benchmarking vs targets): documented performance versus targets: 1,406 t registered (256 above target) and 303 t managed (53 above requirement) in 2024, turning compliance into trackable performance management.
- PT-1: included regulatory duties clarification and environmental compliance themes within the mentoring outputs, culminating in the due diligence implementation proposal.

9.4 Execution roadmaps and action plans creating accountability and sequencing

A recurring TAS contribution was sequencing and accountability: roadmaps, phased plans, and KPI frameworks designed for realistic implementation.

- SI-1: produced a baseline scan and process map, a draft Theory of Change, and an OKR/KPI shortlist with phased logic tailored to limited measurement capacity.
- IT cases documented an implementation logic: onsite review to perimeter definition to data collection to footprint/LCA calculation to results analysis to improvement plan, including the recurring bottleneck (time-consuming data retrieval) and mitigation (technical support).
- ES-7: produced a 10-year roadmap (short- and mid-term actions), prioritisation logic (high sales volume and high emission intensity categories), and recommendations to shift toward primary supplier data and responsible purchasing criteria.
- GR portfolio: synthesised case learning into programme-level improvements (earlier diagnostics, structured goal tracking, standardised baseline packs, and follow-up after mentoring).

9.5 Cross-actor linkages and industrial synergies shifting waste into productive input

TAS also created value by specifying cooperation pathways across companies, municipalities, and EPR/recycling actors.

- ES-4: established a cooperation route where a cotton dust by-product can be used as a secondary raw material in another process (moving away from disposal pathways toward higher-value use).

- GR-3: built an actor map (10+ actors) and identified three partnership opportunities (a concrete partnership pipeline, not generic "networking").
- GR-6: clarified municipal and PRO/EPR alignment needs and reporting routines for scalable textile-waste collection.

10. Final Conclusions

Finding 1 — TAS repeatedly moved companies from "sustainability narrative" to quantified baselines that can be tracked and compared.

ES-1 quantified annual waste streams by category (sludge, paper/cardboard, textiles, plastics, metals), enabling prioritisation by materiality. IT-7 captured production and utilities and converted them into per-piece intensity indicators for year-on-year monitoring. MK-1 estimated national pre-consumer textile waste (6,000–7,000 t/year) and fibre composition split, supporting recycling investment discussions.

Finding 2 — Regulatory readiness worked best when it was translated into practical compliance pathways, not only awareness.

BG-1 to BG-4 operationalised ESPR/DPP readiness through SME-feasible approaches (including QR-linked product information logic and phased steps). Spain combined regulatory guidance (incl. the 16-act package) with case diagnostics and synthesis notes that linked obligations to operational actions. MK-3 benchmarked EPR performance versus targets (registered and managed quantities exceeding requirements), turning compliance into trackable performance.

Finding 3 — The strongest "durability" signal was governance infrastructure (roles, routines, inventories, due diligence, reporting), not standalone recommendations.

IT-1 to IT-5 institutionalised chemical management elements (role assignment, inventories, supplier engagement, training, procedures). PT-1 translated due diligence expectations into an internal implementation project proposal. PT-3 delivered a phased sustainability reporting plan (approx. 24-week timeline) that functions as a data governance and accountability mechanism.

Finding 4 — Pilot-ready artefacts (prototypes, feasibility offers, pilot designs) were the clearest indicators of operational change.

GR-4 documented prototype and market traction signals and specified next validation steps before scaling. GR-5 produced procurement-grade feasibility (e.g., a costed offer and defined logistics timeline for a recycling route). SI-2 delivered a reusable textile packaging prototype plus technical documentation (pattern and cut plan) to enable replication and iteration.

Finding 5 — Cross-actor linkages appeared when TAS formalised cooperation mechanisms, not just introductions:

GR-3 mapped 10+ relevant actors and identified three partnership opportunities (a concrete partnership pipeline). Spain's cotton-dust valorisation pathway is evidenced across the synergy-linked cases (notably the KOOPERA–ALCOCERTEX connection), moving a residual stream toward secondary raw material use. MK-5 mapped recycling/recovery routes and identified regional recyclers for foam waste, enabling direct follow-up and piloting.

Finding 6 — "Partial achievement" most often reflected validation or data constraints, not lack of relevance:

GR-4 explicitly identified further validation needs (e.g., LCA/compostability verification and durability testing) before scale-up. Italy measurement-heavy cases repeatedly report

data-retrieval burden as a gating factor for deeper analysis. PT-2 defines evaluation indicators intended to be measured during pilot implementation (i.e., confirmation happens through execution, not at proposal stage).

Finding 7 — Portugal's training-plus-mentoring model reliably translated learning into implementable project proposals:

PT-1 produced a due diligence implementation proposal. PT-2 produced a circular pilot proposal for a specific product line with defined evaluation indicators (return rate, cost per item, routing shares). PT-3 produced a structured sustainability reporting implementation plan with a staged timeline (~24 weeks).

Finding 8 — The most meaningful TAS outcomes reduced implementation risk by making the next step concrete, costed, and time-bounded.

GR-5 provided a costed and operationally specified recycling option (price, container volume, service inclusions, dispatch timeline). MK-1 provided feedstock magnitude and composition sufficient to move into investment pre-feasibility. ES-7 translated decarbonisation intent into a quantified target structure and milestone tracking, supporting internal execution planning.

Finding 9 — The portfolio suggests a replicable impact logic: baselines, governance routines and pilot artefacts produced the strongest implementation readiness:

Cases combining baselines and measurement structures (e.g., ES-1; NMK-1; IT-7; IT-8) improved measurement readiness. Cases adding governance systems (e.g., Italy cases; PT-1; PT-3) strengthened durability. Cases adding pilots or feasibility artefacts (e.g., GR-4; GR-5; SI-2; PT-2) created clearer near-term execution traction.

Mini-matrix mapping each case code to the dominant outcome type.

Case code	Territory	Dominant outcome type	Illustrative output (very short)
BG-1	Bulgaria	Regulatory and DPP readiness	SME-ready ESPR/DPP pathway (low-cost steps)
BG-2	Bulgaria	Regulatory and DPP readiness	DPP pilot concept and circular options
BG-3	Bulgaria	Regulatory and DPP readiness	DPP readiness and business model package
BG-4	Bulgaria	Regulatory and DPP readiness	DPP readiness and operational improvement actions
GR-1	Greece	Strategy and roadmap	Strategic development plan and baseline gaps
GR-2	Greece	Regulatory and DPP readiness	DPP/greenwashing-aware product transparency direction
GR-3	Greece	Ecosystem and partnerships	Actor map and partnership opportunities
GR-4	Greece	Pilot, prototype, feasibility	Prototype pipeline and market-validation signals
GR-5	Greece	Pilot, prototype, feasibility	Costed recycling option and defined logistics timeline
GR-6	Greece	Governance and management systems	Traceability/reporting scheme for textile collection

Case code	Territory	Dominant outcome type	Illustrative output (very short)
IT-1	Italy	Governance and management systems	Chemical management roles, inventory, procedures
IT-2	Italy	Governance and management systems	Chemical inventory and supplier engagement workflow
IT-3	Italy	Governance and management systems	Training and commitments (MRSL logic) and system design
IT-4	Italy	Governance and management systems	Chemical management operationalisation (repeatable routine)
IT-5	Italy	Governance and management systems	Chemical governance and continuous improvement cycle
IT-6	Italy	Baseline and metrics	Footprint quantification pathway and improvement logic
IT-7	Italy	Baseline and metrics	Operational baseline to per-piece intensity KPIs
IT-8	Italy	Baseline and metrics	Scope 1 & 2 baseline split for reduction planning
IT-9	Italy	Baseline and metrics	Environmental impact baseline (water, energy, GHG) and continuous improvement roadmap
IT-10	Italy	Baseline and metrics	Sustainability maturity assessment and KPI-based environmental improvement roadmap
MK-1	North Macedonia	Baseline and metrics	National feedstock estimate and fibre composition split
MK-2	North Macedonia	Governance and management systems	Audit-style action list (EHS/waste/monitoring)
MK-3	North Macedonia	Regulatory and DPP readiness	EPR benchmarking vs targets (performance framing)
MK-4	North Macedonia	Strategy and roadmap	Strategic plan for business model transition
MK-5	North Macedonia	Pilot, prototype, feasibility	Recycling routes and recycler mapping for foam waste
PT-1	Portugal	Governance and management systems	Due diligence process design and implementation proposal
PT-2	Portugal	Pilot, prototype, feasibility	Circular pilot design and evaluation indicators
PT-3	Portugal	Governance and management systems	Sustainability reporting roadmap (phased timeline)
SI-1	Slovenia	Strategy and roadmap	Theory of Change and OKR/KPI scaffold
SI-2	Slovenia	Pilot, prototype, feasibility	Prototype and pattern/cut-plan documentation

Case code	Territory	Dominant outcome type	Illustrative output (very short)
SI-3	Slovenia	Ecosystem and partnerships	Reuse pathway and B2B cooperation orientation
SI-4	Slovenia	Pilot, prototype, feasibility	Upcycled product concept and inclusive production loop
SI-5	Slovenia	Strategy and roadmap	Sustainability-driven business model prioritisation and conversion-oriented marketing roadmap
SI-6	Slovenia	Pilot, prototype, feasibility	Circular insulation product concept with go-to-market, certification, and funding feasibility pathway
ES-1	Spain	Baseline and metrics	Quantified waste baseline and priority streams
ES-2	Spain	Baseline and metrics	Waste characterisation and compliance-oriented directions
ES-3	Spain	Baseline and metrics	Throughput baseline for sorting/reuse and priorities
ES-4	Spain	Ecosystem and partnerships	Industrial synergy route for residual stream valorisation
ES-5	Spain	Baseline and metrics	Recycling baseline and operational improvement directions
ES-6	Spain	Baseline and metrics	Low-waste diagnostic and compliance/barrier synthesis
ES-7	Spain	Strategy and roadmap	Decarbonisation target structure and roadmap/milestones

Annex A. Raw data from individual reports

Greece

Case 1 — Christiana Vardakou Studio (Mentor: Clara Mallart Lacruz)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar ☐ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: Clara Mallart Lacruz
Beneficiary (Mentee): Christiana Vardakou
Start Date: 14 October 2025
End Date: 10 December 2025
Duration of Collaboration: 15 h
Total Number of Meetings: 4 mentoring + initial one
Beneficiary (Mentee) logo:

CHRISTIANA VARDAKOU

This mentoring case focused on strengthening a micro-enterprise's sustainability credibility, operational planning, and investment readiness. The mentoring began with a structured diagnostic assessment and progressed to targeted guidance on sustainability certifications and labelling, followed by financial planning support and consolidation into a Strategic Development Plan.

Session progression

- Session 1 (Initial diagnostic): baseline assessment of business model/processes; identification of gaps (incl. certification/labelling and regulatory requirements).
- Session 2 (Certifications & labelling): mapping of relevant certifications/eco-labels (e.g., GOTS / OEKO-TEX / EU Ecolabel) and compliance logic adapted to a micro-enterprise.
- Session 3 (Financial planning): financial planning template and explanation for managing finances across multiple business models.
- Sessions 4–5 (Strategic Development Plan): action lines, tasks, resources, timelines per business model.

The process supported the mentee in clarifying compliance expectations and in translating sustainability ambitions into a concrete plan with prioritised actions, resourcing needs, and timelines. The overall engagement was delivered online through a defined series of sessions and an initial assessment over the period mid-October to early December 2025.

Core outputs delivered

- A Strategic Development Plan (action lines / priorities / timeline / resources) for the studio's impact-driven business models.
- Tailored certifications and labelling document, benchmark resources to support credible sustainability communication.
- A financial planning structure (template) to align growth with capacity and investment needs.

Key results and outputs

- Delivery and intensity: 15 hours in total, delivered through four mentoring sessions and one initial assessment; online delivery between 14 October and 10 December 2025, with sessions held every two weeks.
- Key outputs: a Strategic Development Plan with action lines, priorities, timelines, and resource requirements; a tailored document on certifications and labelling supported by relevant resources; and a financial planning structure to support growth planning.
- Operational target: shift to 80% made-to-order production to reduce unsold stock and waste.
- Limitations: full financial structuring to align investments, costs, and income streams with the Strategic Development Plan was identified as a priority that could not be fully completed within the available time.

Case 2 — ORATIA (Mentor: Panos Sofianos)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar ☐ Face-to-Face Meeting ☒ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: THE DENIMAN – PANOS SOFIANOS
Beneficiary (Mentee): ORATIA
Start Date: 13/10/2025
End Date: 09/01/2026
Duration of Collaboration: 2 months
Total Number of Meetings: 10 x2 hrs
Beneficiary (Mentee) logo: ORATIA

Oratia
organic underwear

This case addressed the need for a coherent sustainability strategy that is credible, compliant, and suitable for market scaling. The mentoring worked through practical approaches for improving sustainability performance and communication, with specific attention to organic cotton, certification considerations, and the evolving European regulatory context. The sessions also provided regulatory and strategic orientation on relevant frameworks such as the Digital Product Passport and the broader risk of greenwashing.

Session progression

- Clarified sustainability strategy through practical, implementable methods across materials, product, packaging, presentation, and communication (avoid "marketing-only" actions).
- Deep dive on organic cotton: benefits, limitations, certification requirements and how to communicate value credibly.
- Built regulatory readiness: guidance on EU sustainability/circular legislation, including Digital Product Passport (DPP) and related policy instruments, with relevance to a sustainable underwear brand and anti-greenwashing expectations.
- Market expansion logic: explored routes to enter U.S. and E.U. markets through agents/distribution channels and the need for stronger marketing tools (website/social media).

In parallel, the mentoring explored market expansion considerations for the European Union and the United States and identified the need for stronger marketing tools and distribution pathways.

Core outputs / outcomes (where mentoring helped)

- Regulatory and market clarity: improved understanding of regulatory, technological and market environment towards more informed decision-making.
- Product strategy options: proposals to test circular-origin blends (e.g., recycled cotton and biodegradable man-made fibers), plus guidance to design non-dyed products and a flagship product representing core values.
- Certification orientation: mentor guidance on relevant certification bodies and process.

Key results and outputs

- Delivery and intensity: remote mentoring delivered from 13 October 2025 to 9 January 2026 through ten meetings of two hours each.
- Regulatory and compliance outcome: improved understanding of the regulatory, technological, and market environment, including Digital Product Passport relevance and sustainability legislation expectations, supporting more informed decision-making and lower risk of unsubstantiated sustainability claims.
- Product and circularity outcome: development of product strategy options, including circular-origin blend considerations, guidance toward non-dyed product concepts, and the proposal to develop a flagship product that represents core sustainability values.
- Certification outcome: orientation on relevant certification bodies and the general certification process.
- Constraints: quantifiable outcomes were not provided, and limited time reduced the ability to execute supplier and product actions beyond the strategic level.

Case 3 — TEXCYCLE (Mentor: Jose David Allo Rama)

GENERAL INFORMATION

Type of TA Activity | x Webinar ☐ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: Jose David Allo Rama
Beneficiary (Mentee): TEXCYCLE
Start Date: 15/10/2025
End Date: 31/12/2025
Duration of Collaboration: 15 hours
Total Number of Meetings: 8
Beneficiary (Mentee) logo:

TEXCYCLE
TEXTILE RECOVERY SOLUTIONS

This case concentrated on strengthening strategic positioning in the textile circular economy by transferring knowledge on collection, sorting, and recycling technologies, as well as market dynamics for second-hand and recycled-fibre demand. The mentoring also supported regulatory awareness and strategic readiness linked to Extended Producer Responsibility implementation.

Session progression

- Technology and market intelligence transfer: selective collection/sorting tech, fibre preparation for recycling, second-hand/resale markets, recycled fibre demand.
- Regulatory readiness: strategic insights on EPR implementation and alignment with emerging frameworks.
- Network building: mapping of Spanish and international ecosystem actors and contacts.
- A core component of the support was ecosystem mapping and network building, enabling the mentee to identify relevant actors and to advance partnership exploration.

Core quantified outputs

- 8 weekly mentoring sessions completed.
- Mapping of over 10 key industrial actors/startups/resale platforms (global and Spain).
- 3 potential partnership opportunities identified.

Key results and outputs

- Delivery and intensity: webinar-based mentoring delivered from 15 October to 31 December 2025, totaling 15 hours across eight weekly meetings.

- Ecosystem mapping outcome: identification and mapping of more than ten industrial actors, startups, and resale platforms across international and Spanish contexts.
- Partnership outcome: three potential partnership opportunities were identified.
- Capability outcome: strengthened strategic orientation for operating in a circular textiles market, including awareness of EPR-driven market developments and opportunities.

Case 4 — NOEMA (Mentor: Dr. Fiori Zafeiropoulou)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar ☐ Face-to-Face Meeting x Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: Dr Fiori Zafeiropoulou
Beneficiary (Mentee): NOEMA
Start Date: 20/10/25
End Date: 21/01/26 next meeting 19/2/26
Duration of Collaboration: 4 months
Total Number of Meetings:10 – 2 hour duration
Beneficiary (Mentee) logo:

This mentoring case supported a startup in moving from concept framing to market validation and prototype readiness. The work began with a structured business diagnostic that highlighted gaps such as route-to-market clarity, value proposition evidence, legal and organisational considerations, and impact articulation. Subsequent sessions developed commercial scenarios, examined partner-selection criteria, and used the hackathon period to gather early market signals. Later sessions focused on prototyping progress through 3D knitting collaborations and sample development, with practical tests that informed readiness for engagement with potential partners.

Session progression

- Moved from sustainability ambition to feasible circular pathways: lifecycle mapping of products (PPE/workwear/shoes), feasibility checks, stakeholder mapping, and definition of priority pilots.
- Pilot-first methodology: development of pilot concepts (upcycling, reuse, mechanical recycling options), with cost/logistics/tonnage reasoning and contamination/quality considerations.
- Partnership activation: screening and initiating contacts with recyclers/universities/social enterprises; roadmap and supporting PPTs delivered.

Core quantified outcomes

- Traction: ~200 people registered on a waiting list during the hackathon period.
- Prototype pipeline: MVP (2 textile/scarf pieces); 12kg yarn produced (delivery expected by 25 Nov); plan for 50 t-shirts for trials.
- Pitching milestone: 2 t-shirts crafted with 6 different designs/patterns prepared for a pitching event.
- Commercial parameters captured in diagnostic: B2C targeting ~70–80% profit margin and a B2B collaboration model referencing 50:50 sharing for 1–2 years.

Key results and outputs

- Delivery and intensity: ten documented sessions delivered between 20 October 2025 and 13 January 2026, including work around the 11–13 November hackathon window.
- Customer discovery outcome: three rounds of consumer surveys were conducted to support early validation.
- Market traction reported: approximately 200 people registered on a waiting list during the hackathon period.
- Prototype pipeline reported: an MVP was produced (two textile or scarf pieces); twelve kilograms of yarn were produced with delivery expected by 25 November; and a plan was set to produce fifty t-shirts for trials.
- Pitching milestone reported: two t-shirts were produced, and six different designs or patterns were prepared for a pitching event.
- Next validation requirements identified: sustainability verification through life cycle assessment and compostability percentage, and further wearability and durability testing prior to scaling.

Case 5 — Axion Cotton (Mentor: TITERA – Daniela Zavec and Katja Kek)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar ☐ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: dr. Daniela Zavec, M. A. Katja Kek
Beneficiary (Mentee): Axion Cotton
Start Date: 30. 10. 2025
End Date: 19. 12. 2025
Duration of Collaboration: 2 months
Total Number of Meetings: 15
Beneficiary (Mentee) logo:

AXION COTTON™
Innovating the Future of Safety

This case focused on translating sustainability objectives into implementable circular pilots across relevant product categories (including workwear and personal protective equipment).

Session progression (what happened across sessions)

- Moved from sustainability ambition to feasible circular pathways: lifecycle mapping of products (PPE/workwear/shoes), feasibility checks, stakeholder mapping, and definition of priority pilots.
- Pilot-first methodology: development of pilot concepts (upcycling, reuse, mechanical recycling options), with cost/logistics/tonnage reasoning and contamination/quality considerations.
- Partnership activation: screening and initiating contacts with recyclers/universities/social enterprises; roadmap and supporting PPTs delivered.
- The mentoring structured the work around feasibility assessment, prioritisation of pilot pathways, and partner mapping, with attention to operational constraints such as contamination, quality, and logistics. A central outcome was the move from broad sustainability ambition to procurement-grade feasibility signals, including defined collection arrangements and engagement with potential collaborators.

Core quantified outcomes

- Concrete recycler offer: €350 for a 3 m^3 waste collection container incl. 30 min on-site loading and mechanical destruction.
- Collaboration activation: initiated formal contact with West Attica University and scheduled follow-up meeting.

Key results and outputs

- Delivery and intensity: fifteen meetings delivered between 30 October and 19 December 2025.
- Feasibility outcome reported: a concrete recycler offer of 350 euros for a three-cubic metre waste collection container, including 30 minutes on-site loading and mechanical destruction.
- Operational timeline reported: dispatch is expected one to two months after the container is filled.
- Collaboration activation reported: formal contact was initiated with the University of West Attica, and a follow-up meeting was scheduled.
- Core mentoring contribution: pilot-first planning and partner mapping, supporting lower implementation risk and clearer next-step execution.

Case 6 — PERIVALLON S.A. (Mentor: GR6 MENTOR)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar √ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: GR6 MENTOR

Beneficiary (Mentee): PERIVALLON S.A. ("ΠΕΡΙΒΑΛΛΟΝ Α.Ε"), Thessaloniki, Greece
Start Date: 10 November 2025
End Date: 31 December 2025
Duration of Collaboration: 2 months
Total Number of Meetings: 4

This case addressed operational readiness for a company entering the textile waste collection domain. The mentoring was delivered through in-person meetings and followed a structured progression: needs assessment, preparation of an initial operational proposal with compliance guidance, refinement through company feedback, and consolidation into final agreed outputs and next steps.

Session progression

- Meeting 1: needs assessment and scoping of textile-waste collector role and obligations.
- Meeting 2: presentation of initial technical-operational proposal and compliance guidance.
- Meeting 3: revisions based on company feedback and constraints; scenario refinement for quantities & location planning.
- Meeting 4: final agreement/acceptance and next steps; consolidation of monitoring/reporting set-up.

The mentoring placed strong emphasis on compliance requirements, cooperation with Producer Responsibility Organisations and municipalities, and the development of an initial flows tracking and reporting scheme.

Core quantified outputs
The core outputs agreed:

- compliance points/practical guidance for cooperation with PROs/EPR schemes and municipalities,
- business model and location planning scenarios grounded in quantity assumptions,
- initial flows tracking and reporting scheme (traceability/reporting).

Key results and outputs

- Delivery and intensity: face-to-face mentoring over two months (10 November to 31 December 2025), delivered through four in-person meetings.
- Core outputs agreed: compliance guidance for cooperation with Producer Responsibility Organisations and municipalities; business model and location planning scenarios grounded in quantity assumptions; and an initial flows tracking and reporting scheme for traceability and reporting.
- Partial achievement rationale: further validation of available quantities and catchment-specific data is required to increase robustness of location and business model scenarios during implementation.

Portugal

Case 1 — Allcost – Têxteis para Hotelaria Lda. (Mentor: PT MENTOR)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar ☐ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: PT MENTOR
Beneficiary (Mentee): Allcost – Têxteis para Hotelaria Lda.
Start Date: 10 November 2025
End Date: 30 January 2026
Duration of Collaboration:
Total Number of Meetings: 10 thematic training sessions and 2 mentoring sessions for each mentee
Beneficiary (Mentee) logo:

ALLCOST®
HOSPITALITY AND HOME TEXTILES

The thematic areas that Company-requested to be covered during the mentoring were:
Services supporting sustainable product innovation (eco-design, second-life products, material innovation)
Services supporting sustainable process innovation (circular innovation, material recovery, recycling, waste minimization)
Sustainability certifications for products/processes *(LCA, EcoLabel, EPD)
Circular economy services (closed-loop systems, waste reduction, take-back systems)
Certification and policy services (sustainability policies, compliance, certification training)
Environmental legislation compliance (legal audits, corporate compliance, trade regulations)
Development of sustainable business models (corporate sustainability strategies, stakeholder engagement, eco-innovation)

Session progression

Delivery format and volume (as stated in the report): 10 thematic training sessions and 2 mentoring sessions per mentee (General Information). The project resulted in several tangible and measurable outputs, including a defined number of hours dedicated to diagnostic assessment (3 hours), training sessions (10 hours), mentoring activities (around 4 hours for each company), and preparation for the final presentations (1,5 hours for each company).
The main outcome of the mentoring process was the development of a final project proposal for each participating company, outlining a concrete sustainability-related initiative to be implemented. For this particular company, the focus of the report was the implementation of a due diligence process in line with the Corporate Sustainability Due Diligence Directive (CSDDD). Each proposal was presented to the respective company's Board of Directors through an internal presentation process, with formal confirmation of completion, ensuring strategic alignment and engagement at the highest decision-making level.
Achievement status for requested objective areas: **6 out of 7 fully achieved (85.7%)**, and **1 out of 7 partially achieved (14.3%)** (partial: certification path, pending internal data).

Core quantified outcomes

The core outputs agreed:

- Develop a multi-year sustainability strategy (2026–2029)
- Begin structured preparation for product/process certifications
- Conduct internal data collection to support LCA-based decisions
- Pilot at least one circular innovation project 5. Reinforce internal governance for sustainability
- Integrate climate-risk thinking into business planning

Key results and outcomes

- Product-level sustainability improvements were identified and prioritized (Objective A achieved).
- Waste minimization and process-efficiency opportunities were mapped (Objective B achieved), and circular system opportunities were identified, including textile recovery (Objective E achieved).
- Certification route clarified, with an explicit need for internal data to proceed (Objective C partially achieved).
- Environmental legislation obligations were reviewed (Objective G achieved) and sustainability drivers for the business model were identified (Objective H achieved).
- The company's final project proposal focused on implementing a due diligence process aligned with the Corporate Sustainability Due Diligence Directive.

Case 2 — Unifardas Confecção S.A. (Mentor: PT MENTOR)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar ☐ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: PT MENTOR
Beneficiary (Mentee): Unifardas Confecção S.A,
Start Date: 10 November 2025
End Date: 30 January 2026
Duration of Collaboration:
Total Number of Meetings: 10 thematic training sessions and 2 mentoring sessions for each mentee
Beneficiary (Mentee) logo:

Session progression

The mentoring collaboration aimed to support three Portuguese textile companies in strengthening their sustainability strategy, integrating circularity principles, understanding regulatory and certification requirements, and identifying opportunities for innovation at both product and process levels.

As stated in the report, the mentoring sessions combined 10 thematic training sessions with individualized mentoring, comprising 2 mentoring sessions per mentee according to the General Information section, while the Summary of the mentoring process refers to three mentoring sessions per mentee, reflecting the extended interaction during the personalized mentoring phase. More specifically, the sessions were:

- Quantified delivery effort (programme-level, as reported): 3 hours diagnostic assessment; 10 hours training sessions; around 4 hours mentoring activities per company; 1.5 hours preparation for the final presentation per company.
- Mentee feedback ratings: overall satisfaction Satisfied; modules' relevance and quality Satisfied; mentoring usefulness Good; practical usefulness Moderately Useful; recommendation intent I would probably recommend it.
- Quantified pilot evaluation variables (to be collected) include return rate, cost per item, and percentage of items routed to each destination.

The mentoring methodology followed a structured and phased approach. It began with an initial diagnostic assessment of each company's situation, aimed at identifying specific needs in terms of training and mentoring. Based on this diagnosis, a tailored training–action plan was developed to address the gaps and priorities identified. This was followed by personalized mentoring sessions for each company, allowing for the adaptation of the content and guidance to their individual contexts and strategic objectives. The process concluded with a joint closing session, involving both the coordinating entity and the mentees, and a final phase in which each company presented its final project proposal to its respective Board of Directors, either in person or through an internal process, with formal confirmation of completion provided to the coordinating entities.

Core outputs delivered

The core outputs agreed:

- Improved understanding of sustainability, circularity, due diligence, reporting and
- climate-related concepts
- Identified of circularity opportunities
- Raised awareness of regulatory and certification implications
- Defined priority sustainability actions for 2025
- Identification of realistic short-term and mid-term actions
- Better knowledge of the organizational priorities in terms of sustainability.

Key results and outcomes

- Eco-design principles and circular product examples were applied to the company context (Objective A achieved).

- Circular opportunities were mapped using the Strategic Map of the Circular Economy (Objective E achieved), and strategic components of a sustainable business model were identified (Objective H achieved).
- The final project proposal focus was the development of a pilot circular economy project for one product line.
- The company defined a concrete circularity strategy centred on a pilot applied to healthcare uniforms, aiming to test technical and economic feasibility through data collection before scaling.
- The pilot was structured as a product and service model, covering delivery and use, take-back, condition assessment, routing to the most suitable destination, transformation into new textile, and placing a new product with recycled content.
- Pilot evaluation indicators were explicitly defined, including return rate, cost per item, and distribution of collected items by destination (for example, washing and continued use, recycling, and disposal).
- The report states the pilot was submitted and awaiting approval.

Case 3 — A. Fiúza and Irmão Lda. (Afisocks) (Mentor: PT MENTOR)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar ☐ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: PT MENTOR
Beneficiary (Mentee): A. Fiúza & Irmão Lda. (Afisocks)
Start Date: 10 November 2025
End Date: 30 January 2026
Duration of Collaboration:
Total Number of Meetings: 10 thematic training sessions and 2 mentoring sessions for each mentee
Beneficiary (Mentee) logo:

A. FIÚZA® & IRMÃO | Socks Manufacturer Since 1983

Session progression

- The thematic areas that the company requested to be helped by the mentor were:
- Services supporting sustainable process innovation (circular innovation, material recovery, recycling, waste minimization)
- Certification and policy services (sustainability policies, compliance, certification training)
- Environmental legislation compliance (legal audits, corporate compliance, trade regulations)

- Development of sustainable business models (corporate sustainability strategies, stakeholder engagement, eco-innovation)
- 10 thematic training sessions and 2 mentoring sessions per mentee (General Information). The report also describes three mentoring sessions per mentee in the Summary of the mentoring process.
- Quantified delivery effort (programme-level, as reported): 3 hours diagnostic assessment; 10 hours training sessions; around 4 hours mentoring activities per company; 1.5 hours preparation for the final presentation per company.
- Quantified reporting project plan: seven phases, approximately 6 months (24 weeks), with task-level scheduling in the Gantt annex.
- Mentee feedback ratings: overall satisfaction Satisfied; modules' relevance and quality Satisfied; mentoring usefulness Good; practical usefulness Useful; recommendation intent I would definitely recommend it.
- The mentoring process included diagnostic review, mapping circularity opportunities, identification of certification gaps, clarification of regulatory duties, strategic alignment work, and ESG reporting planning
- Achievement status for requested objective areas: 4 out of 4 fully achieved (100%).

Core outputs delivered

- Integration of sustainability into corporate strategy
- Step-by-step sustainability planning
- Business model innovation
- Circularity opportunities using the EC strategies map
- Climate risk assessment and transition pathways
- Certification requirements and sustainability policies
- Environmental compliance & ESG Reporting
- Due diligence processes
- Innovation in textile processes and materials

Key results and outcomes

- Key process innovations for improved sustainability performance were mapped.
- Required sustainability policies and certification-related actions were identified, and legal and regulatory requirements were clarified.
- The final project proposal focus was the planning and structuring of the company's first Sustainability Report.
    - Specific Objectives: Identify and structure relevant ESG information; · Align the report with recognized benchmarks (e.g., GRI / preparation for CSRD); · Promote transparency and communication with stakeholders; · Support the continuous improvement of sustainability practices

- A structured implementation plan for a Sustainability Report was defined, including alignment with recognized reporting references (explicitly citing GRI and preparation for CSRD) and a phased approach to materiality, indicators, and data governance.
- The reporting project was structured into seven phases: planning and framing; diagnostic and information gathering; materiality analysis; indicator and target definition; data collection and validation; report drafting; approval and communication.
- The implementation timeline was estimated at approximately 6 months (24 weeks), supported by a Gantt-style plan.

North Macedonia

Case 1 — Ekocentar 97, Skopje (Mentor: Planum Konsalting)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar ☐ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☒ Other (specify): |
Phone calls, Face to face meeting, Company visit, Analysis for the pre-consumer textile waste
Mentor: Planum Konsalting, Skopje
Beneficiary (Mentee): Ekocentar 97, Skopje
Start Date: 01.11.2025
End Date: 25.12.2025
Duration of Collaboration: 6 consulting days
Total Number of Meetings: 1 company visit, several phone discussions
Beneficiary (Mentee) logo:

Session progression

- The collaboration ran from 01.11.2025 to 25.12.2025, with a duration of six consulting days, and was delivered via one company visit and several phone discussions focused on analysing pre-consumer textile waste potential.
- All four initial objectives were marked achieved, covering estimation of national pre-consumer textile waste quantities, composition analysis, strategic decision support for industrial textile recycling expansion, and investment decision support for recycling infrastructure.
- The process combined site observation of current recycling operations (plastic, metal, electronic, hazardous waste) with iterative phone-based data validation and a finalised study report to support strategic and investment decisions in textile recycling.

Core quantified outputs

- Estimated national pre-consumer textile waste: approximately 6,000 to 7,000 tons annually.
- Estimated composition: 19% cotton, 11% synthetics, 69% blended fabrics

Key results and outcomes

- A national-scale evidence-based estimate of industrial pre-consumer textile waste volumes was produced using fabric import statistics and industry-standard cutting waste percentages, explicitly addressing the lack of domestic fabric production data.
- The study concluded that approximately 6,000 to 7,000 tons per year of pre-consumer textile waste are generated nationally (estimate based on import statistics and typical waste rates).
- Waste composition was estimated as 19% cotton, 11% synthetic fibres, and 69% blended fabrics, providing an actionable feedstock profile for recycling prioritisation.
- A feasibility-oriented pathway was defined for Ekocentar 97 to evaluate expansion into textile recycling, including staged engagement with garment manufacturers to validate real quantities and material types, and structured steps for technical feasibility and cost–benefit analysis.

Case 2 — Comfy Angel, (Mentor: EcoMosaic)

GENERAL INFORMATION

Type of TA Activity: Face-to-Face Meeting, site visit and review of documentation
Mentors: EcoMosaic Team (M.Sc. Slavjanka Pejcinovska-Andonova, Env. Engineering, M.Sc. Zdravko Andonov, Electrical Engineer and M.Sc. Stefan Velkovski, Env. Engineer)
Beneficiary (Mentee): Comfy Angel
Start Date: 2. 12.2025
End Date: 25.12.2025
Duration of Collaboration: 7 days
Total Number of Meetings: 1

Beneficiary (Mentee) logo:

Session progression

- The collaboration ran from 02.12.2025 to 25.12.2025, lasted seven days, and included one face-to-face mentoring session and site visit with review of documentation.
- A site-specific questionnaire tool was developed and applied during the on-site audit, structured across health and safety, energy efficiency, environmental

issues, equipment maintenance and industrial practice, and existing international standards.

- Objective achievement status was mixed: material efficiency and waste reduction were achieved; strategic positioning and partnerships were achieved; integration of sustainable manufacturing practices and operational safety improvements were partially achieved, with follow-up actions specified.

The thematic areas that covered during the training were:

- Waste management practices, including handling of different waste streams
- Energy efficiency measures and resource optimization
- Occupational Health and Safety (OHS), including risk assessment by job position
- Employee management, workplace safety, and well-being
- Market positioning and customer segmentation (wholesale, hotel, retail)

Budgeting, cost control, and financial planning

The process used on-site walkthroughs, structured questioning, operational review and benchmarking against industry best practices, followed by an action-oriented recommendation package to strengthen safety, efficiency, and waste handling.

Core quantified outputs

- Company scale and waste figures documented in the annexed compliance-audit material include: **750 employees** and approximately **900 tons** of textile waste generated in 2024, within a total of approximately **1,100 tons of waste**.

Key results and outcomes

- The mentoring delivered a structured, audit-style diagnosis of **occupational health and safety**, **energy efficiency opportunities**, and **waste management practices**, with a detailed improvement action list suitable for internal implementation planning.
- Company compliance maturity and external readiness were documented through an extensive certification and standards landscape (including quality, environment, health and safety, and energy management systems, plus textile and sustainability schemes).
- Textile waste management was analysed in operational terms, including collection, temporary storage, and downstream routes, and specific recommendations were made for safer handling, monitoring, and continuous improvement (including workplace instructions with pictograms, simulated evacuation drills, spill kits, and monitoring of volatile organic compounds at specified emission points).
- The mentee's feedback (through the evaluation form referenced in the report) indicates very high satisfaction with the mentoring methodology and the auditors' professionalism and technical competence.

Case 3 — TEKSOMAK (Mentor: Slavjanka Pejchinovska-Andonova)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar x Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): Site visit of Comfy Angel Company
Mentor: Mrs. Slavjanka Pejchinovska - Andonova
Beneficiary (Mentee): TEKSOMAK
Start Date: .30.11.2025
End Date: 26.12.2025
Duration of Collaboration: 3 days
Total Number of Meetings: 2
Beneficiary (Mentee) logo:

Session progression

- The collaboration ran from **30.11.2025 to 26.12.2025**, lasted **three days**, and included **two meetings**, supported by phone and email communication and the preparation of company-specific questionnaires.
- Objectives included legislative compliance under the extended producer responsibility framework, stronger strategic positioning and municipal recognition, improved selection and transportation, and a roadmap aligned with EU circular economy approaches; the first two were achieved, while selection and roadmap development were partially achieved.
- More specifically the thematic areas that were covered during the mentoring session were:
  - Founders of TEXOMAK and License for collective handling of waste textiles, validity of the License
  - Contract manufacturers, members of TEKSOMAK
  - Overview of TEKSOMAK's current operations and value chain role.
  - Difficulties in the functioning of TEKSOMAK
  - Activities implemented by TEKSOMAK to raise public awareness about waste textiles and how to manage with it
  - Best practices in textile waste categorization and collection processes.
  - Deficiencies and inconsistencies in the legal regulations for waste management from additional waste streams and with Customs
  - Methods of final treatment of the waste textiles collected by TEKSOMAK (part of the textile waste in good condition is donated to the Red Cross, and the majority of the damaged textile is burned in the Cement Factory)
  - Methods of reporting TEKSOMAK to the Ministry of environment and physical planning
  - Types of documents that Licenced collectors and transporters are sending to TEKSOMAK related to quantities of waste textile collected

- Cooperation with several municipalities in the country
- Transparency of the TEKSOMAK activities via social media and web page
- Production of different types of containers for disposing of textile waste depending on the target group (preschool children, for campaigns, for boutiques or for public areas)
- Identifying opportunities for improving the waste textile collection
- Business model strengthening and circular strategies.
- Stakeholder engagement and potential strategic partnerships.

The process combined structured checklists, problem-solving discussions on operational and regulatory challenges, and identification of next steps for improved data harmonisation and scalable municipal collection logistics.

Core Quantified outputs

- National performance metrics: 1,406 tons registered and 303 tons managed in 2024, exceeding targets by 256 tons and 53 tons, respectively.
- The annexed operational information documents a member base of 70 contract manufacturers in 2025 and reported spending shares including 73% invested in infrastructure (as of October) and 5% to 15% allocated to public awareness activities.

Key results and outcomes

- A compliance-oriented process review was conducted against national waste legislation and extended producer responsibility obligations, with improvement opportunities identified, particularly around traceability and classification.
- Preparation of a Survey Questionnaire for examining the satisfaction of contract manufacturers with the service of TEKSOMAK
- Analysis of TEKSOMAK's efficiency in the last two years in terms of collaboration with the textile importers/textile manufactures who put textile on the market versus collection/recycle of textile waste
- Continue developing the roadmap into a formal implementation plan.
- Explore EU funding instruments that support circular textile technologies.
- Strengthen partnerships with additional municipalities (there are 80 municipalities that could be their partner in setting the containers for the collection of textile waste) and explore opportunities for new recycling partners.
- Invest in digital tools for traceability and sorting optimization.
- Market and stakeholder positioning was strengthened through guidance on stakeholder mapping, municipal cooperation, and digital approaches (including use of an existing collection application and plans for a proprietary application to scale municipal coverage).

- Practical outputs were produced to support operations and client relations, including survey tools and an efficiency assessment focus for recent years, aligned with targets, member engagement, and service quality improvement.

Case 4 — Elena Luka Tekstil, Skopje (Mentor: Planum Konsalting)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar ☐ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☒ Other (specify): | Mostly remote mentoring, through numerous phone calls; one visit to the production production site; preparation of strategic plan as guide for the management.

Mentor: Planum Konsalting, Skopje

Beneficiary (Mentee): Elena Luka Tekstil, Skopje

Start Date: 01.10.2025

End Date: 25.12.2025

Duration of Collaboration: 9 consulting days

Total Number of Meetings: 1 production site visit, numerous phone discussions

Beneficiary (Mentee) logo:

ELENA LUKA TEXTILE

This mentoring collaboration was established to support ELENA LUKA during a critical phase of organizational, operational, and strategic transformation, with a strong emphasis on sustainable growth and responsible business practices. The company, traditionally recognized for its exclusive high-fashion women's apparel, is in the process of diversifying into ready-to-wear (RTW) production. The mentoring engagement was designed to provide structured guidance that balances commercial objectives with Environmental, Social, and Governance (ESG) considerations, ensuring long-term resilience and compliance with evolving market and regulatory expectations

Session progression

- The collaboration ran from 01.10.2025 to 25.12.2025, lasted nine consulting days, and was implemented mostly through numerous phone discussions plus one production site visit, culminating in a Strategic Plan.
- All three objectives were marked achieved, focusing on defining a clear strategy, integrating environmental sustainability objectives, and strengthening social and workforce-related practices within an ESG-oriented transformation agenda.

A central focus of the collaboration was to assist the company in transitioning from small-batch luxury production to profitable and scalable RTW manufacturing while maintaining high standards of product quality, brand integrity, and sustainability. Environmental aspects were integrated into the analysis of materials sourcing, production processes, waste management, and energy use, with the objective of reducing environmental impact and aligning production with applicable environmental and export regulations.

The work was executed through continuous phone-based mentoring adapted to management availability, combined with analytical frameworks and ESG integration, leading to a finalised Strategic Plan.

Core outputs / outcomes (where mentoring helped)

- One consolidated deliverable is explicitly stated: a **Strategic Plan** designed as a comprehensive roadmap for the ready-to-wear transition.

Key results and outcomes

- A **Strategic Plan** was produced to guide the transition from luxury small-batch production to a scalable and profitable **ready-to-wear** model while maintaining quality and embedding ESG requirements for export-market readiness.
- The mentoring applied structured strategic tools (SWOT, a Strategy Map, and Porter's Five Forces) and explicitly integrated ESG requirements to align operational priorities with regulatory and market expectations.
- The process improved management awareness and decision structure under operational constraints, with the Strategic Plan positioned as a practical management guide for implementation and future follow-up (including defining timelines, responsibilities, and performance indicators).

Case 5 — Innaco (Mentor: Planum Konsalting)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar ☐ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☒ Other (specify): | Phone calls, Face to face meeting, Production site visit, Preparation of study for alternatives for recycling of industrial polyurethane and memory foam waste generated during the production of mattresses.
Mentor: Planum Konsalting, Skopje
Beneficiary (Mentee): Innaco
Start Date: 01.12.2025
End Date: 25.12.2025
Duration of Collaboration: 7 consulting days
Total Number of Meetings: 1 production site visit, several phone discussions
Beneficiary (Mentee) logo:

The mentoring process focused on supporting the company in identifying practical and sustainable solutions for managing industrial polyurethane and memory foam waste that is generated during mattress production. At the moment, the company is incinerating the waste at a cement factory in Skopje. Although this serves as an efficient waste disposal and energy recovery solution, it does not enable material recycling and therefore

offers limited compliance with the principles of circular economy. Furthermore, this disposal process is associated with high costs for the company for the transport of the waste to the incineration site and for the actual incineration.

Session progression

- The collaboration ran from 01.12.2025 to 25.12.2025, lasted seven consulting days, and included one production site visit plus several phone discussions.
- All four objectives were marked achieved, focusing on identifying sustainable alternatives for polyurethane and memory foam waste management, assessing limitations of cement-factory incineration, providing structured information on recycling and recovery technologies, and connecting the company with regional recyclers.
- The mentoring combined an on-site production tour to characterise waste streams with structured comparative analysis of recycling pathways and scenario evaluation to support realistic next-step selection.

Core outputs / outcomes (where mentoring helped)

- One comprehensive deliverable is explicitly stated: a study of polyurethane and memory foam recycling alternatives, including a mapped list of regional recyclers and service providers.
- The current incineration practice was evaluated against alternative waste management solutions to highlight its limitations in terms of material recovery and alignment with circular economy principles.

Key results and outcomes

- A dedicated study was prepared covering multiple recycling and recovery routes for polyurethane and memory foam waste (including mechanical recycling, rebonding, chemical recycling, and other recovery options), framed for decision-making in the mattress production context.
- The current route (incineration at a cement factory) was explicitly characterised as operationally simple but limited in circularity due to lack of material recycling, and as cost-intensive due to transport and incineration costs, creating a strong rationale for diversion to higher recovery options.
- A practical implementation bridge was created by mapping regional recyclers and service providers, including contact and material specification considerations to enable direct follow-up and pilot trials.

Slovenia

Case 1 — Martise d.o.o. (Mentor: Involve Evolution, Polona Hrovat Mavsar s.p.)

GENERAL INFORMATION

Type of TA Activity | Face-to-Face Meeting (2 in-person mentoring consultations, 3h each); ad-hoc remote follow-up as needed |
Mentor: Involve Evolution - Polona Hrovat Mavsar s.p.
Beneficiary (Mentee): Martise d.o.o. (Representative: Martina Marolt)
Start Date: 01/10/2025 (proposed service period); first delivered session: 05/11/2025

End Date: 10/12/2025 (proposed service period); last delivered session: 10/11/2025
Duration of Collaboration: 6 contact hours delivered (2 x 3h in-person); additional clarifications during the service period as needed
Total Number of Meetings: 2 (in-person)

The mentoring collaboration supported the mentee (a micro-enterprise with three employees) in designing a practical, implementable mini-sustainability strategy grounded in circular economic principles. The work progressed from a rapid baseline assessment and process mapping to identifying priority sustainability and circularity leverage points and preparing an initial action framework aligned with a Theory of Change, including a draft set of OKRs and KPIs to guide implementation.

The service primarily addressed the following qualified support areas:

- Process sustainable innovation,
- Climate change services - screening level,
- Circular economy services,
- Manufacturing systems optimisation - screening level,
- Sustainable business models development.

Session progression

- The service was delivered as **two in-person mentoring consultations (three hours each), totaling six contact hours**, with ad-hoc remote follow-up during the service period.
- The mentoring supported a **micro-enterprise (three employees)** to develop a **practical mini-sustainability strategy** grounded in circular economy principles, moving from baseline assessment and process mapping to a Theory of Change and an initial OKR and KPI framework.
- Objective achievement status: **two objectives achieved** (baseline and strategy framework) and **one partially achieved** (full performance framework operationalisation pending internal data collection and ownership assignment).
- Session sequence is documented as a progression from **current-state scan and process mapping** to **Theory of Change anchoring and OKR and KPI design** (with prioritisation of quick wins versus medium-term upgrades)

Core outputs / outcomes (where mentoring helped)

- One baseline scan and initial process map (screening level).
- One draft Theory of Change and mini strategy scaffold.
- One draft OKR and KPI shortlist and phased implementation roadmap.

Key results and outcomes

- A **baseline scan and screening-level process map** were completed, identifying **priority hotspots and data gaps** to guide feasible interventions.

- A **draft Theory of Change** and a **mini-strategy scaffold** were prepared to structure sequencing, assumptions, risks, and governance for implementation in a micro-enterprise context.
- A **draft OKR and KPI shortlist** and a **phased implementation logic** were defined to enable lightweight monitoring and accountability, tailored to limited capacity and measurement burden.
- The process improved readiness for **credible sustainability communication**, explicitly emphasising evidence-based actions rather than generic claims.

Case 2 — BORGLA d.o.o. (Kefirko brand) (Mentor: Nina Logar, NINAROZINA)

GENERAL INFORMATION

Type of TA Activity | ☑ Remote Mentoring ☑ Face-to-Face Meeting (Hybrid) ☐ Webinar ☐ Group Workshop ☐ Other (specify): _____ |
Mentor: Nina Logar (NINAROZINA, Nina Logar s.p.)
Beneficiary (Mentee): BORGLA d.o.o.
Start Date: 06/10/2025
End Date: 31/12/2025
Duration of Collaboration: October - December 2025
Total Number of Meetings: As per attendance records (Annexe).

During the mentoring collaboration to support BORGLA d.o.o. (Kefirko brand) was explored and developed a sustainable, reusable textile-based packaging solution for selected products. The collaboration focused on applying circular design principles to a non-textile product context, including material selection, functional design, pattern development, prototyping, and practical guidance for potential small-series production and use.

Session progression

- The mentoring was delivered in a **hybrid format (remote mentoring and face-to-face meeting)** during **October to December 2025**; the **total number of meetings is recorded in attendance records** rather than stated as a number in the report body.
- The collaboration focused on developing a **reusable textile-based packaging solution** for selected products, applying circular design to a non-textile product context through **material selection, functional design, pattern development, prototyping, and scaling guidance**.
- Objective achievement status: **two objectives achieved** (requirements definition; prototype and documentation) and **one partially achieved** (final material and accessory selection dependent on supplier availability and costs).
- The mentoring process combined targeted advisory sessions with hands-on prototyping support. Work progressed from defining requirements and selecting materials to drafting a pattern, producing a prototype, and validating practical use aspects (handling, fit, and reuse).

- The process is documented as progressing from **requirements definition and material selection** to **pattern drafting, prototyping, and validation testing**, supported by iterative feedback loops.

Core Quantified outputs

- One prototype of reusable textile packaging produced and tested.
- One pattern and cut-plan with key dimensions and sewing instructions.
- One shortlist of recommended materials and accessories with selection criteria.

Key results and outcomes

- Functional and sustainability requirements were agreed, including **durability, washability, reusability**, and compatibility with **food-related use** considerations.
- A **material and accessory shortlist** was produced with selection criteria and sourcing pathways, supporting later supplier engagement and feasibility checks.
- A **pattern and cut-plan** were developed and documented, and at least one **prototype was produced and tested** for fit, handling, and usability, with recorded improvement recommendations for iteration and potential scaling.

Case 3 — CPU d.o.o., so.p. (Centre ponovne uporabe) (Mentor: Zavod KNOF so.p.)

GENERAL INFORMATION

Type of TA Activity | ☒ Face-to-Face Meeting ☒ Remote Mentoring ☐ Webinar ☐ Group Workshop ☐ Other (specify): Private consulting with follow-up support |
Mentor: Zavod KNOF so.p.
Beneficiary (Mentee): CPU d.o.o., so.p. – Center ponovne uporabe (Slovenske Konjice, Slovenia)
Start Date: November 2025
End Date: December 2025
Duration of Collaboration: November–December 2025; private consulting sessions and follow-up exchanges (hybrid as needed)
Total Number of Meetings: Delivered within the agreed period; meeting dates and attendance evidence are foreseen as annexes in service reporting (not included in the submitted package)

The Local Mentoring delivered by Zavod KNOF so.p. to CPU (Centre ponovne uporabe) supported the beneficiary in moving from a problem statement ('non-sellable but usable textiles') to a structured, market-oriented approach for value creation. The mentoring provided actionable guidance to scale a reuse centre, improve digital/visual presentation, expand sales channels, and establish B2B partnerships to keep textiles in use and increase the economic viability of circular operations.

Session progression

- The service was delivered as **private consulting with follow-up support**, combining face-to-face discussions with remote follow-up during **November to December 2025**; the **number of meetings is not stated** but the meetings were categorized in two sessions.
  - Session 1 (November 2025): problem framing, baseline assessment, and opportunity mapping for non-sellable textile streams.
  - Session 2 (December 2025): scaling and market strategy discussion; refinement of go-to-market options and B2B cooperation pathways
- The mentoring focus was value creation for **non-sellable but usable textiles**, covering **segmentation of incoming textiles, reuse and upcycling pathways, operational scaling of a reuse centre, and marketing and B2B cooperation** to upgrade low-value streams.
- Objective achievement status: **Objective 2 partially achieved** (portfolio of pathways and screening criteria produced, requiring further validation with CPU data and partners) and **Objective 3 achieved** (commercial approach including scaling, visual and digital presence, and B2B cooperation). The first objective is stated as scope alignment with A2.2, but its achievement status is not explicitly marked in the rendered table.

Core Quantified outputs

- One structured reuse pathway map concept (decision tree).
- One prioritised portfolio of pilot opportunities with screening criteria.
- One action-ready recommendation list covering scaling, web and visual presentation, and B2B cooperation.

Key results and outcomes

- A **reuse pathway map concept (decision logic)** was developed to link textile categories to appropriate reuse, upcycling, or recovery routes and channels, supporting systematic handling rather than defaulting to low-margin rag outcomes.
- A **prioritised concept portfolio for pilots** was produced, with screening criteria based on feasibility, market demand, labour intensity, equipment needs, and margin logic.
- Recommendations were delivered for **scaling and operational optimisation** (sorting, quality control, batch management, workflow organisation) and for **communication and digital presence** to strengthen higher-value positioning.
- The mentoring provided an initial orientation toward **structured B2B cooperation** and procurement opportunities to stabilise revenue relative to volatile retail demand.

Case 4 — Zavod Jazon (Etri Group) (Mentor: Nataša Peršuh, Hishka d.o.o.)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar ☒ Face-to-Face Meeting ☒ Remote Mentoring ☐ Group Workshop ☐ Other (specify): In-person sessions with follow-up by e-mail/phone |
Mentor: Nataša Peršuh (Hishka d.o.o.)
Beneficiary (Mentee): Zavod Jazon (Etri Group), Slovenia
Start Date: 16 October 2025
End Date: 31 December 2025
Duration of Collaboration: Approximately 8 weeks
Total Number of Meetings: 2 face-to-face meetings (plus interim remote support via e-mail/phone)

Session progression

- The service was delivered over approximately eight weeks with two face-to-face meetings plus interim remote support by email or phone.
  - Kick-off meeting (16 October 2025): challenge scope, work plan, and value proposition requirements defined.
  - Closing meeting (11 December 2025): prototype direction consolidated; production steps and quality checkpoints refined; business model and channel logic outlined with further piloting needs.
- The collaboration supported Zavod Jazon in developing a closed-loop circular product concept based on reuse of end-of-life workwear provided by Lindström, covering product parameters, prototype options, production loop quality control, and foundations for an inclusive business model aligned with Etri Group's mission.
- Objective achievement status: two objectives achieved (scope and parameters; prototype concept and life-cycle mapping) and one partially achieved (production loop and business model and channels require further detailing and piloting).

Core Quantified outputs

- One prototype concept developed and one draft guidance and instruction document for circular and inclusive production.
- An initial list of go-to-market channels

Key results and outcomes

- A clear upcycled bag concept was consolidated with defined design parameters and life-cycle considerations, including take-back and repair logic.
- A proposed production loop with quality-control requirements was drafted, alongside an instruction and guidance document to support circular and inclusive production.
- Market positioning guidance was developed to move beyond "solidarity buying" by emphasising design, craftsmanship, traceability, and transparency, with initial go-to-market channels proposed (including online and partnerships such as museum shops).

Case 5 — BRINAS STUDIO / Romana Brina Gobec s.p. (Mentor: Tina Logar Bauchmüller)

GENERAL INFORMATION

Type of TA Activity: | ☐ Face-to-Face Meeting ☒ Remote Mentoring ☐ Webinar ☐ Group Workshop ☐ Other (specify): Private consulting with follow-up support |
Mentor: Tina Logar Bauchmüller
Beneficiary: Brinas Studio / Romana Brina Gobec s.p.
Start Date: 01/10/2025
End Date: 10/12/2025
Duration of Collaboration: Approximately 10 weeks
Total Number of Meetings: Multiple remote mentoring sessions (exact number not specified)

Session progression

The mentoring collaboration focused on strengthening the sustainability-driven business model and market performance of a fashion micro-enterprise.
The process started with a prioritisation and diagnostic phase to identify the most relevant revenue-generating segments and activities. This was followed by structured support on go-to-market execution, including seasonal campaign planning, pricing logic, and digital communication tools.
Subsequent sessions supported the implementation and review of marketing actions, including e-mail marketing structure, pop-up event activation measures, and website optimisation for conversion and trust-building.
The mentoring concluded with the consolidation of an integrated marketing and sales roadmap to guide future implementation.

Core Quantified outputs

- One prioritised work plan aligned with core revenue segments
- One integrated marketing calendar (products, campaigns, events, e-mail communication)
- One structured e-mail marketing plan for the October–December period
- One documented set of website optimisation recommendations with follow-up review

Key results and outcomes

- Prioritised sustainability-driven business model and action plan aligned with sales potential
- Improved readiness for seasonal sales through coordinated campaign planning
- Structured e-mail marketing approach and integrated communication planning
- Improved conversion-oriented digital communication and website performance
- Increased consistency between sustainability values and market-facing communication

Case 6 — FONATERM d.o.o. (Mentor: KNOF so.p.)
GENERAL INFORMATION

Type of TA Activity: | ☒ Face-to-Face Meeting ☒ Remote Mentoring ☐ Webinar ☐ Group Workshop ☐ Other (specify): Private consulting with follow-up support |
Mentor: KNOF so.p.
Beneficiary: FONATERM d.o.o.
Start Date: 06/10/2025
End Date: 10/12/2025
Duration of Collaboration: Approximately 2 months
Total Number of Meetings: Multiple hybrid mentoring sessions (exact number not specified)

Session progression

The mentoring focused on advancing the development and market readiness of a circular insulation product derived from textiles.
The collaboration began with clarification of the product concept, sustainability value proposition, and circular economy positioning. This initial phase supported the definition of product ambition and differentiation factors.
Subsequent sessions addressed go-to-market strategy, including target segments, positioning, and early market entry logic. In parallel, the mentor provided orientation on certification and compliance requirements relevant to product credibility and market access.
The mentoring also included guidance on funding needs and fundraising pathways to support product development, certification, and market entry. The process concluded with the consolidation of an actionable roadmap linking product development, certification, and financing steps.

Core Quantified outputs

- One defined circular insulation product concept
- One go-to-market roadmap outlining target segments and next-step actions
- One screening-level certification orientation framework
- One structured fundraising and financing pathway linked to development milestones

Key results and outcomes

- Clarified circular product concept with defined sustainability value proposition
- Improved readiness for market entry through a structured commercial roadmap
- Increased understanding of certification and compliance requirements
- Defined funding logic to support development, certification, and market uptake
- Reduced implementation risk by sequencing product, market, and financing actions

Bulgaria

Case 1 — OLD MONEY LTD. (Mentor: DONEV DESIGN Ltd.)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar X Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: DONEV DESIGN LTD.
Beneficiary (Mentee): OLD MONEY LTD.
Start Date: 15.10.2025
End Date: 29.12.2025
Duration of Collaboration:
Total Number of Meetings: 6
Beneficiary (Mentee) logo:

The mentoring collaboration outlined a business strategy for Old Money Ltd. and their brand Alex Frumisaki - a small fashion company with a team of three people, specializing in the production of women's and men's clothing in limited collections. The company creates made-to-order designs for individual clients, as well as collections for other designers. The main focus of the design concept is on limited-edition fabrics, high quality, and the creation of a unique product. The mentoring aimed to propose solutions for responsible and eco-conscious production, improving financial sustainability, crisis management, effective communication of sustainable practices through PR, implementation of a Digital Product Passport (DPP).

Session progression

- Six on-site sessions delivered between 15 October 2025 and 29 December 2025.
  - Session 1 (needs assessment): gaps, challenges, and priorities identified as the basis for a tailored approach.
  - Session 2 (ecodesign foundations): ecodesign and low-waste production principles integrated into product development decisions.
  - Session 3 (EU sustainability regulations): strengthened understanding of regulatory requirements and green-claims risk context.
  - Session 4 (ESPR and DPP practice): structured DPP concept translated into a feasible implementation plan.
  - Session 5 (materials and supply chain): deadstock/residual sourcing strategy clarified alongside responsible material selection and transparency needs.

- Session 6 (business strategy): crisis planning, financial measures (including the 5–10% reserve), and sustainability communication strategy consolidated.

- Company profile captured in the report: micro-enterprise (team of three), limited collections and made-to-order services; mentorship aimed at responsible production, financial sustainability and crisis management, sustainability communication, and DPP planning.

Core outputs / outcomes (where mentoring helped)

- A set of preventive financial measures was developed, such as advance payments for custom orders, avoidance of overproduction, and the creation of an emergency financial reserve (5–10%)
- Improved strategic clarity and business resilience
- Enhanced capacity for sustainable product and process innovation
- Operationalization of responsible production practices
- Increased readiness for EU sustainability regulations
- Stronger sustainability communication and brand positioning

Key results and outcomes

- **Responsible production strategy operationalised** through deadstock and limited-edition fabric sourcing, minimal stock logic, and reframing residual sourcing as “rescued” or “deadstock” material narratives to reduce waste and strengthen credibility.
- **Production efficiency and waste minimisation advanced** via made-to-order workflows, low-waste pattern cutting, fabric consumption optimisation, and systematic reuse of remnants for accessory lines, with options for donation/recycling of unusable textiles.
- **Financial resilience measures defined with explicit numeric target**: emergency reserve set at **5–10%**; complemented by advance payments, avoidance of overproduction, and crisis-response scenarios (prioritising profitable services, capsule collections, archive/sample sales, and revenue diversification through workshops/consultancy/training).
- **Sustainability communication strengthened** through an SPR plan and defined core brand messages (including “Less, but better”), with channel and content-tool guidance (behind-the-scenes storytelling, testimonials, partnerships, lower-impact communication tools).
- **DPP implementation prepared** by defining DPP content fields (origin, composition, process, care, end-of-life) and selecting low-cost rollout via QR codes and free digital product pages, explicitly positioned as both compliance readiness and a communication asset.

Case 2 — BULAMMAS LTD. (Mentor: ELLEA GLOBAL PARTNERS)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar X Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: ELLEA GLOBAL PARTNERS
Beneficiary (Mentee): BULAMMAS LTD.
Start Date: 15.10.2025
End Date: 29.12.2025
Duration of Collaboration:
Total Number of Meetings: 7
Beneficiary (Mentee) logo:

Session progression

- Seven on-site sessions delivered between 15 October 2025 and 29 December 2025.
  - Session 1 (diagnostic): sustainability and business diagnostic completed; priority gaps defined.
  - Session 2 (product innovation): product sustainability innovation and ecodesign workshops initiated.
  - Session 3 (durability/repairability/recyclability): circular business model concepts developed, including repair and zero-waste directions.
  - Session 4 (circular economy, ESPR, DPP): DPP readiness advanced, including a QR-code DPP pilot concept.
  - Session 5 (materials and supply chain): sustainable sourcing and supply-chain improvement options identified.
  - Session 6 (international projects): EU opportunities introduced as a scaling pathway for innovation and capacity.
  - Session 7 (consolidation): sustainability strategy consolidated and business model innovation portfolio finalized.
- Company baseline: B2B made-to-measure shirts for wedding shops; seasonality explicitly noted (March–October), with the mentoring focused on building year-round revenue and sustainability-led brand positioning.

Core outputs / outcomes (where mentoring helped)

- Strengthened sustainability strategy: Improved internal knowledge and alignment of sustainability with business strategy.
- Regulatory preparedness: Increased readiness for upcoming frameworks such as ESPR and the Digital Product Passport (DPP).
- Circular innovation opportunities: Identification of new circular product and service lines focused on reuse, recycling, and material recovery.
- Enhanced supply chain transparency: Improved understanding of supplier mapping and material traceability.

- Sustainability communication: Development of a structured sustainable brand storytelling approach.
- Innovation roadmap: Definition of a long-term roadmap for sustainable product, process, and business model innovation

Key results and outcomes

- Full objective attainment across nine objectives, spanning diagnostic, gap identification, ecodesign capacity, ESPR/DPP readiness, sustainable materials, circular business models, green-claims compliance, new business ideas for year-round revenue, and a consolidated strategy.
- New revenue and circular portfolio created (explicit list of nine business ideas), including: B2C made-to-measure brand, year-round corporate and hospitality uniforms, repair/refurbishment services, a DPP pilot using QR codes, zero-waste production concepts with offcut accessories, a sustainable accessories line, a subscription model, certified sustainable fabric collections, and EU project participation strategy.
- Regulatory preparedness improved through structured work on ESPR and DPP, complemented by sustainability storytelling and green-claims compliance knowledge to reduce greenwashing risks.
- Implementation constraints explicitly addressed (data gaps, limited resources, regulatory uncertainty) using phased implementation, mapping exercises, and prioritisation of strategic readiness over immediate full compliance.

Case 3 — REMIX IVA LTD. (Mentor: ELLEA GLOBAL PARTNERS)

GENERAL INFORMATION

Type of TA Activity | ☐ Webinar X Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: ELLEA GLOBAL PARTNERS
Beneficiary (Mentee): REMIX IVA LTD.
Start Date: 15.10.2025
End Date: 29.12.2025
Duration of Collaboration:
Total Number of Meetings: 7
Beneficiary (Mentee) logo:

Session progression

- Seven on-site sessions delivered between 15 October 2025 and 29 December 2025.
  - Session 1 (needs assessment): baseline analysis completed and sustainability priorities clarified.
  - Session 2 (ecodesign and durability): design-for-longevity principles integrated into product thinking.
  - Session 3 (EU regulations overview): regulatory awareness built for upcoming requirements and compliance risks.
  - Session 4 (ESPR and DPP): DPP readiness advanced and operationalised through QR-based concepts.
  - Session 5 (materials and supply chain): transparency, traceability, and lower-impact material direction clarified.
  - Session 6 (green claims and opportunities): compliant communication and international opportunity orientation strengthened.
  - Session 7 (consolidation): sustainability strategy consolidated and new business ideas formalised.
- Company baseline shift captured: transition from CMT manufacturing to end-user orientation; in 2025 the company opened a physical textile shop and sewing centre (home textiles and sewing services) and started a formal dress brand; mentoring aimed at sustainable practices and regulatory preparedness.

Core outputs / outcomes (where mentoring helped)

- Clear identification of sustainability gaps and compliance priorities
- Improved understanding of ecodesign and regulatory requirements
- Increased readiness for ESPR and Digital Product Passport implementation
- Identification of sustainable material and supply chain improvement options
- Definition of strategic directions and new sustainability-based business ideas
- Early-stage sustainability mentoring is most effective when regulatory guidance is closely linked to business strategy and product development.
- Tailored, company-specific mentoring significantly increases understanding, engagement, and practical applicability.
- Sustainability is most impactful when approached as a driver of innovation and competitive advantage, not solely as a compliance requirement.

Key results and outcomes

- All five objectives marked achieved, covering: sustainability needs/risk/opportunity analysis; ecodesign for durability/repairability/recyclability; ESPR and DPP preparedness; sustainable materials and supply-chain optimisation; consolidated strategy with compliant sustainability communication and new business ideas.

- Quantified delivery and outputs: seven sessions delivered; multiple compliance gaps and improvement opportunities identified (ESPR, DPP, green claims); multiple new business model ideas generated (Annex).
- Innovation pipeline defined through Annex business ideas, including: DPP fabric and product database with QR codes, online marketplace for leftover/end-of-roll fabrics, repair and maintenance services, zero-waste product line, switching to certified fabrics, upcycled home décor line, and a prom dress rental model with three rental tiers (standard, extended, premium).
- Implementation bottlenecks explicitly managed (limited time/resources, data gaps, regulatory uncertainty) through phased implementation, mapping exercises, and a preparedness-first approach.

Case 4 — BANDEROL LTD. (ATELIER BANDEROL) (Mentor: DONEV DESIGN Ltd. GENERAL INFORMATION)

Type of TA Activity | ☐ Webinar X Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: DONEV DESIGN LTD.
Beneficiary (Mentee): BANDEROL LTD.
Start Date: 15.10.2025
End Date: 29.12.2025
Duration of Collaboration:
Total Number of Meetings: 6
Beneficiary (Mentee) logo:

Session progression

- Six on-site sessions delivered between 15 October 2025 and 29 December 2025.
  - Session 1 (needs assessment): sustainability challenges and priority gaps documented.
  - Session 2 (ecodesign for formalwear): ecodesign principles adapted to aesthetics, durability, and lifecycle logic.
  - Session 3 (EU regulations): regulatory relevance and compliance risks clarified for the atelier context.
  - Session 4 (ESPR and DPP): DPP and ESPR translated into concrete, low-burden implementation steps.
  - Session 5 (green claims and strategic innovation): green-claims risk and credible communication embedded into strategy.

- Session 6 (business strategy): sustainability integrated into forward-looking business planning, with phased implementation logic reflecting resource constraints.

- Company profile: made-to-order formalwear (men's suits and women's formal wear), aiming to embed sustainable practices and improve preparedness for future EU regulation.

Core outputs / outcomes (where mentoring helped)

- Clear identification of sustainability gaps and compliance priorities
- Improved understanding of ecodesign and regulatory requirements
- Increased readiness for ESPR and Digital Product Passport implementation
- Identification of sustainable material and supply chain improvement options
- Definition of strategic directions and new sustainability-based business ideas
- Multiple compliance gaps and improvement opportunities identified (ESPR, DPP, green claims).
- Several new sustainable business model ideas generated

Key results and outcomes

- All five objectives marked achieved, covering: business and sustainability needs assessment; ecodesign tailored to formalwear; EU regulation applicability; hands-on ESPR and DPP planning; integration of sustainability into communication and business strategy.
- Baseline risk and gap map produced with explicit operational issues identified, including limited resources for certifications and equipment, small-batch cost pressures, textile waste, non-eco materials, carbon footprint from imports (Turkey), outdated equipment and energy inefficiency, high staff workload, and absence of formalised sustainability policies.
- Actionable low-cost solutions specified, including internal sustainability rules, made-to-order logic to avoid unsold stock, pattern optimisation using adaptable silhouettes, reuse of leftovers into accessories, donation partnerships, separate collection at cutting stage, and energy-efficiency actions such as switching to LED lighting and improved machine maintenance.
- DPP operationalised as feasible for a small atelier, using a QR code linking to essential product information (materials, origin of key components, care, and options for alteration/repair), explicitly framed as a transparency and competitiveness tool.

Italy

Case 1 - AB CREAZIONI SRL (Mentor: Beatrice Bisceglia, Process Factory)

GENERAL INFORMATION

Type of TA Activity | X Webinar X Face-to-Face Meeting X Remote Mentoring X Group Workshop ☐ Other (specify): |
Mentor: Beatrice Bisceglia of Process Factory
Beneficiary (Mentee): AB CREAZIONI SRL
Start Date: 1st July 2025
End Date: 31st December 2025
Duration of Collaboration: 6 months
Total Number of Meetings: 10-15 meetings
Beneficiary (Mentee) logo:

The 4Sustainability - Chem pillar of Process Factory aims to implement a structured chemical management system that enables the organization to develop the capabilities and expertise required to eliminate toxic and hazardous chemical substances used in both internal and external production processes, in line with the ZDHC (Zero Discharge of Hazardous Chemicals) methodology.

Session progression

- The mentoring collaboration ran from 1 July 2025 to 31 December 2025 (duration 6 months) and included 10–15 meetings.
- Full achievement of the three initial objectives: (1) sustainability maturity self-evaluation, (2) implementation of a structured Chemical Management System including chemical risk identification, and (3) analysis of results with a performance improvement plan.

- **Core quantified outputs**
- Evidence-based outputs from the Ympact screenshots (AB Creazioni)
- Ympact self-assessment pillar scores (quantified)
  - People: 50%
  - Planet: 8%
  - Cycle: 25%
- Assessment completion status in the Ympact platform (quantified “x/x” completion)
  - Company Profile: 26/26
  - Company Profile Lvl 2: 2/2
  - Compliance: 13/13
  - 4s Trace: 8/8
  - 4s Chem: 8/8 (selected module)
  - 4s People: 8/8
  - 4s Planet: 8/8

  - 4s Materials: 8/8
  - 4s Cycle: 8/8
- Report version displayed: “Ultima versione: v004.2025”
- Chemical Inventory status (hard numbers)
  - Active products: 4
  - In Gateway: 4
  - Compliant: 4.

The module menu explicitly included topics consistent with a structured chemical management system, such as: ZDHC Zero Discharge of Hazardous Chemicals, chemical substances management system, Chemical Manager, chemical inventory, chemical supply-chain management, outsourced-process chemical management, ZDHC wastewater guidelines, and chemical parameter control tests.

Key results and outputs

- Core operational outputs transferred to the mentee include: appointment of a Chemical Manager/Chemical Team, supply-chain mapping and qualification, development and qualification of a Chemical Inventory, definition of an internal policy, and development of Chemical Management procedures with internal training.
- The mentor’s contribution is explicitly linked to the use of the Ympact platform (self-assessment, supply-chain mapping, chemical inventory management), plus training sessions and data collection/analysis via email and Excel.
- The report identifies a clear implementation bottleneck: retrieving the full dataset needed to map the supply chain, particularly for the Chemical Inventory, is described as time-consuming; the mentor mitigated this by supporting the key contacts with technical responses.
- The intended market-facing impact is explicit: the company is advised to use ZDHC-aligned chemical management evidence as a differentiation point with fashion clients.

Case 2 - ERREGI SRL (Mentor: Beatrice Bisceglia, Process Factory)

GENERAL INFORMATION

Type of TA Activity | X Webinar X Face-to-Face Meeting X Remote Mentoring X Group Workshop ☐ Other (specify): |
Mentor: Beatrice Bisceglia of Process Factory
Beneficiary (Mentee): ERREGI SRL
Start Date: 1st July 2025
End Date: 31st December 2025
Duration of Collaboration: 6 months
Total Number of Meetings: 10-15 meetings
Beneficiary (Mentee) logo:

ERREGI

Session progression

- Collaboration period and intensity are recorded as 1 July 2025–31 December 2025, 6 months, 10–15 meetings.
- Not a defined frequency. Follows the below project steps and there is a greater intensity of meetings in some of the specific steps.
- Main topics discussed:
  - Kick-off of the project and Assessment in the Ympact platform
  - Nominating the Chemical Manager / Chemical Team
  - Mapping and qualifying the supply chain
  - Development and qualification of the Chemical Inventory
  - Definition of the internal policy
  - Training on Chemical Management
  - Analysis of internal chemical traceability and management of chemical products
  - Phase out plan and roadmap improvement to better qualify the Chemical Inventory
  - Training on chemical risk identification
  - Development of the Chemical Management procedure and internal training
  - Closure of the project and final presentation
- The three objectives are marked as achieved: maturity self-evaluation; structured chemical management with chemical risk identification; results analysis and performance improvement plan.
- The mentoring outputs delivered to the company include the structured process steps (chemical manager/team nomination, supply chain mapping, chemical inventory development, internal policy definition, chemical management training, traceability analysis, phase-out planning, and procedure development).

Core quantified outputs

- Self-assessment pillar scores (quantified)
  - People: 46%
  - Planet: 13%
  - Cycle: 21%
- Assessment completion status (quantified coverage in the platform)
  - Company Profile: 26/26
  - Company Profile Lvl 2: 2/2
  - Compliance: 13/13
  - 4s Trace: 8/8
  - 4s Chem: 8/8
  - 4s People: 8/8
  - 4s Planet: 8/8
  - 4s Materials: 8/8
  - 4s Cycle: 8/8

- 4s Chem Data: 9/9

- Chemical inventory status (hard numbers)
  - Active products: 26
  - In Gateway: 4

- The tools/methods explicitly used include Ympact for self-assessment and inventory/supply-chain mapping, plus email/Excel-based data collection and topic-focused training sessions.

- The mentee feedback explicitly confirms value as practical and capacity-building: "practical tools and clear guidance on chemical management," increased awareness and technical capabilities, and foundations for continuous improvement.

- The primary challenge is recorded as the time required to retrieve data for supply-chain mapping and especially the chemical inventory, addressed through targeted mentor support on technical questions.

Key results and outputs

- Improvement actions list (structured mentor guidance captured by Ympact): From the "Your self-assessment" page, the platform lists concrete improvement actions, including (summarised faithfully from the Italian text):

- People: strengthen and report wellbeing initiatives aligned to company values; implement competency-mapping and personnel management plan; periodically run anonymous climate/wellbeing questionnaires and act on results.

- Planet: map and prioritise all environmental impact factors (energy, water, waste, emissions, etc.); define a multi-year formal plan to reduce impacts; use tools/platforms for monthly consumption tracking; initiate a carbon footprint accounting pathway (including indirect emissions from energy); deepen energy analysis and consumption distribution; implement technical inventory of machinery including key technical parameters.

- Cycle: create reporting that quantifies recovered material and related avoided impacts; evaluate water reuse/recirculation systems and energy efficiency; adopt a policy to reduce single-use plastics (shift to recycled/bioplastics where feasible); increase local circular suppliers and reduce transport kilometres.

- Implementation of a structured Chemical Management system that includes the identification of chemical risk within the company's manufacturing processes.

- Analysis of the results and definition of a performance improvement plan.

Case 3 - FERRINI SRL (Mentor: Beatrice Bisceglia, Process Factory)

GENERAL INFORMATION

Type of TA Activity | X Webinar X Face-to-Face Meeting X Remote Mentoring X Group Workshop ☐ Other (specify):

Mentor: Beatrice Bisceglia of Process Factory

Beneficiary (Mentee): FERRINI SRL
Start Date: 1st July 2025
End Date: 31st December 2025
Duration of Collaboration: 6 months
Total Number of Meetings: 10-15 meetings
Beneficiary (Mentee) logo:

Session progression

- Collaboration intensity is reported as 10–15 meetings during 1 July 2025–31 December 2025 (duration 6 months).
- Objectives are marked as achieved (maturity self-evaluation; structured chemical management with chemical risk identification; results analysis and performance improvement plan).
- The report records a notable case-specific milestone: "the achievement of the 4S CHEM certification" is described as a significant milestone and strategic positioning element, strengthening credibility towards clients and stakeholders.

Core quantified outputs

- Self-assessment pillar scores (performance profile)
  - People: 21%
  - Planet: 33%
  - Cycle: 22%
- Assessment / module completion status in Ympact (coverage evidence)
  - Company Profile: 22/22
  - Company Profile Lvl 2: 2/2
  - Compliance: 13/13
  - 4s Trace: 2/2
  - 4s Chem: 6/6
  - 4s People: 8/8
  - 4s Planet: 8/8
  - 4s Materials: 5/5
  - 4s Cycle: 4/4
- Core operational outputs and mentoring transfers are documented as: Chemical Manager/team nomination, supply-chain mapping, chemical inventory qualification, internal policy definition, traceability analysis, phase-out planning, chemical risk identification training, and procedure development.
- The report explicitly frames commercial relevance: ZDHC-aligned chemical management evidence is positioned as increasingly demanded by brands and a competitive differentiator.

- The main operational constraint (time-consuming retrieval of data for supply-chain mapping and chemical inventory) and mitigation (mentor support through technical Q&A) are explicitly stated.

Key results and outputs

- People (governance and HR/ESG management)
  - Defined a **Code of Ethics / Values Charter** covering key social topics (worker rights, health and safety, gender equality) and communicate it internally and externally.
  - Implemented a structured **employee training plan** based on needs assessment and competence evaluation outcomes.
  - Updated the **organisational chart** and create role profiles with explicit responsibilities and competencies (including soft skills).
  - Defined and communicated internal methods for **employee listening** and needs collection.
- Planet (environmental management and quantification**)**
  - Extended mapping and evaluation of environmental aspects to include **indirect impacts** (raw material production, transport, outsourced processing).
  - Defined a **formal multi-year impact reduction plan**.
  - Started a **Carbon Footprint accounting pathway**, including indirect emissions associated with energy consumption (electric and thermal).
  - Conducted a deeper **energy consumption analysis** and how it is distributed across business departments/areas.
  - Evaluated installation of **machine-level consumption monitoring** for the most significant processes to support targeted reduction actions.
- Cycle (circularity and operational measures)
  - Assess feasibility for water reuse/recirculation systems and other energy-efficiency improvements.
  - Communicated internally and externally the achievement of single-use plastic elimination (where achieved).
  - Increased knowledge of processing suppliers and identify new local partners.

Case 4 - PAOLAMELA SRL (Mentor: Beatrice Bisceglia, Process Factory)

GENERAL INFORMATION

Type of TA Activity | X Webinar X Face-to-Face Meeting X Remote Mentoring X Group Workshop ☐ Other (specify): |
Mentor: Beatrice Bisceglia of Process Factory
Beneficiary (Mentee): PAOLAMELA SRL
Start Date: 1st July 2025
End Date: 31st December 2025
Duration of Collaboration: 6 months
Total Number of Meetings: 10-15 meetings
Beneficiary (Mentee) logo:

Paolamela cashmere

Session progression

- Collaboration is recorded as 1 July 2025–31 December 2025, 6 months, and 10–15 meetings.
- Not a defined frequency. Follows the below project steps and there is a greater intensity of meetings
- The three objectives are recorded as achieved (maturity self-evaluation; structured chemical management with chemical risk identification; performance improvement plan).

Core quantified outputs

- Self-assessment pillar scores (performance profile)
  - People: 29%
  - Planet: 17%
  - Cycle: 33%

- Assessment / module completion status in Ympact (coverage evidence)
  - Company Profile: 24/24
  - Company Profile Lvl 2: 2/2
  - Compliance: 13/13
  - 4s Trace: 8/8
  - 4s Chem: 8/8
  - 4s People: 8/8
  - 4s Planet: 8/8
  - 4s Materials: 8/8
  - 4s Cycle: 8/8
- Documented mentoring outputs include Chemical Manager/team nomination, supply-chain mapping, chemical inventory qualification, internal policy definition, traceability analysis, phase-out planning, and procedure development with training.
- The methods and tools are explicitly stated as Ympact (self-assessment, supply-chain mapping, inventory management), email/Excel for data work, and training sessions.
- The mentee feedback provides a direct qualitative outcome statement (“excellent collaboration… very helpful”).
- The challenge and mitigation remain consistent: time-consuming data retrieval (especially chemical inventory) addressed through mentor technical support.

Key results and outputs

- Define a Code of Ethics / Values Charter addressing key social topics (worker rights, health and safety, gender equality) and communicate it internally and externally.
- Implement a structured employee training plan based on needs assessment and competence evaluation results.
- Strengthen organisational clarity by complementing the organisational chart with job descriptions and role profiles (responsibilities, required competencies, including relational/communication competencies).
- Periodically administer anonymous employee climate questionnaires to identify improvement actions for wellbeing.
- Build an Excel-based mapping and evaluation of environmental impact factors (energy, water, materials, waste, etc.) to prioritise interventions.
- Complete a formal multi-year reduction plan including budgets, responsible owners, and reduction objectives.
- Record electricity, water, waste (and potentially other relevant consumptions) in a dedicated tracking file, including monthly recording.
- Initiate carbon footprint calculation, including indirect emissions associated with energy consumption (electric and thermal).
- Conduct a deeper energy consumption analysis and its distribution across company areas.
- Implement a machinery inventory, including technical parameters (for example, absorption power and maximum capacity).
- Assess feasibility for water reuse/recirculation systems and related energy-efficiency measures.
- Communicate internally and externally achievement of the objective of eliminating single-use plastic (where achieved).

Case 5 -NOVELLA CONFEZIONI SRL (Mentor: Beatrice Bisceglia, Process Factory)

GENERAL INFORMATION

Type of TA Activity | X Webinar X Face-to-Face Meeting X Remote Mentoring X Group Workshop ☐ Other (specify): |
Mentor: Beatrice Bisceglia of Process Factory
Beneficiary (Mentee): NOVELLA CONFEZIONI SRL
Start Date: 1st July 2025
End Date: 31st December 2025
Duration of Collaboration: 6 months
Total Number of Meetings: 10-15 meetings
Beneficiary (Mentee) logo:

NOVELLA
CONFEZIONI

Session progression

- The report records Start Date: 1 July 2025, End Date: 31 December 2025, Duration: 6 months, and Total meetings: 10–15.
- Objectives are marked as achieved: Objective 1 (maturity self-evaluation) and Objective 2 (structured Chemical Management System with chemical risk identification) are shown in the objectives table. Objective 3 (analysis of results and definition of a performance improvement plan) is also marked as achieved.

Core quantified outputs

- Key operational outputs delivered through mentoring are listed explicitly, including: Chemical Manager/team nomination, supply-chain mapping, chemical inventory development/qualification, internal policy definition, traceability analysis, phase-out planning, chemical risk identification training, and procedure development with internal training.
- The "Key Outcomes and Results" section confirms the core results for the mentee (maturity self-evaluation; structured chemical management including chemical risk identification; performance improvement plan) and records a mentor output (roadmap for improvement and internal capacity building).
- A quantitative element is provided visually in the Ympact self-assessment figure, which reports pillar scores (as displayed): People 17%, Planet 17%, Cycle 20%.
- The report explicitly states the major constraint (time-consuming data retrieval for supply-chain mapping and chemical inventory) and that this was addressed through mentor support via technical Q&A.
- The mentee feedback explicitly highlights "practical approach and transfer of skills" and describes the collaboration as professional and constructive.
- Self-assessment pillar scores (baseline maturity profile)
  - People: 17%
  - Planet: 17%
  - Cycle: 20%
- Assessment/module completion in Ympact (coverage evidence)
  - Company Profile: 24/24
  - Company Profile Level 2: 26/26
  - Compliance: 13/13
  - 4s Trace: 8/8
  - 4s Chem: 8/8
  - 4s People: 8/8
  - 4s Planet: 8/8
  - 4s Materials: 8/8
  - 4s Cycle: 7/7
  - 4s Chem Data: 9/9
  - 4s People Data: 17/17
- Chemical inventory status (hard numbers, compliance coverage for listed products)
  - Active products: 8
  - In Gateway: 8
  - Compliant: 8

- Supplier engagement metrics captured in “4s Chem Data”
- Number of raw material suppliers: 12
- Number of raw material suppliers that signed the ZDHC MRSL commitment: 5
- These committed suppliers represent 50.00% of the purchase volume.

Key results and outputs

- Self-Evaluation of Sustainability Maturity via Guided Digital Assistant Tools (Ympact platform)
- In-depth analysis and mapping of the company's production processes, chemical inventory, and chemical usage via digital tools (Ympact platform, 4Sustainability - Chem pillar)
- Implementation of a structured Chemical Management system that includes the identification of chemical risk within the company’s manufacturing processes
- Analysis of the results and definition of a performance improvement plan

Case 6 - CARDINALINI & C SPA (Mentor: Marco Scovacricchi, Process Factory)

GENERAL INFORMATION

Type of TA Activity | X Webinar X Face-to-Face Meeting X Remote Mentoring X Group Workshop ☐ Other (specify): |
Mentor: Marco Scovacricchi of Process Factory Srl
Beneficiary (Mentee): Cardinalini & C SPA
Start Date: 1st July 2025
End Date: 31st December 2025
Duration of Collaboration: 6 months
Total Number of Meetings: 10-15 meetings
Beneficiary (Mentee) logo:

The core challenge that Cardinalini was to establish a structured system for assessing environmental impact and creating a roadmap for continuous improvement. Process Factory has implemented the 4Sustainability - Planet pillar, aimed at establishing a structured system to assess the environmental impact generated by the company's manufacturing and operational activities. The objective is to measure these impacts and define a clear roadmap for continuous improvement.
The initiative focuses on measuring and reducing the following environmental impacts: water and energy consumption, in alignment with the Carbon Leadership Programme, as well as deepening the understanding of greenhouse gas (GHG) emissions

Session progression

- Collaboration period and intensity are reported as 1 July 2025–31 December 2025, 6 months, and 10–15 meetings.
- Not a defined frequency. Follows the below project steps and there is a greater intensity of
- meetings in some of the specific steps. The main topics that were discussed during the mentoring Sessions:
  - Water consumption
  - Energy consumption
  - GHS emissions
  - Policies and procedures in place
  - Specific technicalities of the manufacturing process and supply chain complexity
  - Sustainability awareness and self-evaluation from a 360-degree view
  - Awareness on the specific topic and training need
- Objectives are recorded as achieved: maturity self-evaluation, quantification of environmental impact, and analysis of results with a performance improvement plan.

The mentoring delivered implementation-grade steps, including an onsite plant/process review, system perimeter definition, data collection, and data analysis including Carbon Footprint calculation or process LCA, concluding with an improvement plan and final presentation.

Core quantified outputs

- Ympact self-assessment pillar scores: People 42%, Planet 46%, Cycle 38%.
- Assessment completion coverage in Ympact (module tiles): Company Profile 24/24, Company Profile Level 2 2/2, Compliance 13/13, 4s Trace 7/7, 4s Chem 7/7, 4s People 8/8, 4s Planet 8/8, 4s Materials 8/8, 4s Cycle 8/8, 4s Planet Data 19/19; latest version v011.2025.
- Electricity data entered in Ympact Planet Data (quantified): “Grid electricity consumption without certification” Volume (kWh): 115,392; and “percentage share of the electricity supplier’s renewable mix (%)” 25.
- Internal production (number of pieces): 247,775.
- Grid electricity (kWh): 148,155.
- Electricity with Guarantees of Origin (kWh): 0.
- Photovoltaic electricity (kWh): 130,616.
- Data comparability note (important): “The first 4 months refer to the old facility; the following 8 refer to the new facility.”
- Derived (calculated) indicators (computed from the spreadsheet totals above)
- Total electricity consumed (grid plus PV): 278,771 kWh.
- PV share of total electricity: 46.9% (130,616 / 278,771).

- Grid share of total electricity: 53.1% (148,155 / 278,771).
- Electricity intensity: 1.13 kWh per piece (278,771 / 247,775). (Grid-only: 0.60 kWh per piece; PV-only: 0.53 kWh per piece.)

Key results and outputs

- The "Key Outcomes and Results" confirm outcomes for the mentee: maturity self-evaluation, quantified environmental impact, and a roadmap for impact reduction and yearly improvement.
- The challenge (time-consuming data retrieval for environmental impact quantification) and mitigation (mentor technical support) are explicitly stated.
- Identification and assessment of the main environmental impact areas, including both direct and indirect impacts related to GHG emissions, water consumption and energy use, via Guided Digital Assistant Tools (Ympact platform)
- Definition of specific KPIs to measure organizational consumption and environmental performance
- Development of documented strategies aimed at reducing negative environmental impacts
- Promotion of environmental awareness through targeted training for designated individuals within the organization

Case 7 - CONFEZIONI GAP SRL (Mentor: Marco Scovacricchi, Process Factory)

GENERAL INFORMATION

Type of TA Activity | X Webinar X Face-to-Face Meeting X Remote Mentoring X Group Workshop ☐ Other (specify): |
Mentor: Marco Scovacricchi of Process Factory Srl
Beneficiary (Mentee): CONFEZIONI GAP SRL
Start Date: 1st July 2025
End Date: 31st December 2025
Duration of Collaboration: 6 months
Total Number of Meetings: 10-15 meetings
Beneficiary (Mentee) logo:

Confezioni GAP s.r.l.

Session progression

- Collaboration period and intensity are recorded as 1 July 2025–31 December 2025, 6 months, and 10–15 meetings.
- The report records achievement of objectives: maturity self-evaluation, quantification of environmental impact, and performance improvement plan definition.

Core quantified outcomes

- Ympact self-assessment scores (baseline maturity profile)
  - People: 63%
  - Planet: 25%
  - Cycle: 50%
- Ympact module completion (coverage evidence)
  - Company Profile 22/22, Company Profile Lvl 2 2/2, Compliance 13/13
  - 4s Trace 7/7, 4s Chem 8/8, 4s People 8/8, 4s Planet 8/8, 4s Materials 8/8, 4s Cycle 5/5
  - 4s Planet Data 19/21 (data module not fully complete)
- Natural gas recorded in Ympact Planet Data
  - "Gas Naturale – Consumo totale": 11,953 Smc
- Quantified outputs evidenced in "DETTAGLIO CONSUMI" (as shown in the table)
  - Internal production (pieces): 130,000 (TOTAL).
  - Grid electricity: 131,398 kWh (TOTAL).
  - Electricity with Guarantees of Origin: 0 kWh (TOTAL).
  - Photovoltaic electricity: 0 kWh (TOTAL).
  - Water from aqueduct: 809.62 m^3 (TOTAL).
  - Natural gas (methane): 20,060 Smc (TOTAL).
- Concrete conclusions you can add for Confezioni GAP SRL
- Confezioni GAP achieved a high People score (63%) and a moderate Cycle score (50%), while the Planet score is comparatively lower (25%), indicating that the main value of the mentoring lies in strengthening environmental measurement, control KPIs, and reduction planning rather than organisational-social systems.
- The company now has a quantified 2024 operational baseline suitable for a continuous-improvement loop: 130,000 pieces, 131,398 kWh electricity, 809.62 m^3 water, and 20,060 Smc natural gas, enabling intensity KPIs (e.g., 1.01 kWh/piece, 6.23 L/piece, 0.154 Smc/piece).
- Data completeness is strong but not fully closed in the digital tool: 4s Planet Data is 19/21, which provides a concrete next step (close remaining Planet Data fields to ensure a fully auditable dataset).

Key results and outputs

- The focus areas are explicitly identified as water consumption, energy consumption, and GHG emissions.
- The mentoring outputs include: onsite plant/process review, system perimeter definition, data collection, carbon footprint calculation or process LCA, results analysis, and a final improvement plan and presentation.
- Self-evaluation on sustainability maturity, quantification of the environmental impact, Analysis of the results and definition of a performance improvement plan.
- The operational constraint (time-consuming data retrieval for quantification) and mentor mitigation (technical support) are stated.

- Self-Evaluation of Sustainability Maturity via Guided Digital Assistant Tools (Ympact platform)
- In-depth analysis and mapping of the company's production processes, chemical inventory, and chemical usage via digital tools (Ympact platform, 4Sustainability - Chem pillar)
- Implementation of a structured Chemical Management system that includes the identification of chemical risk within the company's manufacturing processes
- Analysis of the results and definition of a performance improvement plan

Case 8 - ELLEMODA SRL (Mentor: Marco Scovacricchi, Process Factory)

GENERAL INFORMATION

Type of TA Activity | X Webinar X Face-to-Face Meeting X Remote Mentoring x Group Workshop ☐ Other (specify): |
Mentor: Marco Scovacricchi of Process Factory Srl
Beneficiary (Mentee): ELLEMODA SRL
Start Date: 1st July 2025
End Date: 31st December 2025
Duration of Collaboration: 6 months
Total Number of Meetings: 10-15 meetings
Beneficiary (Mentee) logo:

ELLEMODA Srl

Session progression

- Collaboration is recorded as 1 July 2025–31 December 2025, 6 months, and 10–15 meetings.
- The three objectives are recorded as achieved: maturity self-evaluation, environmental impact quantification, and definition of a performance improvement plan.
  - Starting the project with general training on the topic, followed by an investigation of needs and company objectives. Thereafter, trying to tie the company context and manufacturing specifics into the training execution as well as the final analysis
  - Accompanying the mentee through the entire process and supporting on all the tasks
- The topical scope is explicitly listed as water consumption, energy consumption, and GHG emissions, supported by training and awareness actions.
- The mentoring process includes onsite review, perimeter definition, data collection, and carbon footprint calculation or process LCA, concluding with results analysis and a performance improvement plan.

- The mentee feedback confirms that the initiative supported an already initiated sustainability journey by providing increasingly specific information and updates.
- The constraint (time-consuming data retrieval for impact quantification) and the mitigation (mentor technical support) are explicitly recorded.

Core quantified outcomes

- Ympact baseline maturity scores
  - People: 33%
  - Planet: 14%
  - Cycle: 27%
- Completion shows a "fully populated evidence backbone" across core modules, including: Company Profile 24/24, Compliance 13/13, and 4s Planet Data 18/18, Operational baseline Production volume: 26,191 pieces (Total).
  - Grid electricity: 24,002 kWh (Total).
  - Photovoltaic electricity: 0 kWh (Total).
  - Electricity with Guarantees of Origin: 0 kWh (Total).
  - Water (aqueduct): 62.40 m^3 (Total).
  - Natural gas (methane): 2,752 Smc (Total).
  - Scope 1 and Scope 2 carbon footprint (from your Scope 1–2 calculation tables)
  - Location-based (national grid mix)
  - Total Scope 1+2: 17,098.15 kgCO2e
  - Scope 1 (direct combustion): 11,916.12 kgCO2e (69.7%)
  - Scope 2 (electricity): 5,182.03 kgCO2e (30.3%)
  - Market-based (electricity bill mix)
  - Total Scope 1+2: 22,505.69 kgCO2e
  - Scope 1: 11,916.12 kgCO2e (52.9%)
  - Scope 2: 10,589.57 kgCO2e (47.1%)
- What drives emissions (clear hierarchy)
  - Natural gas heat (methane): 7,972.52 kgCO2e
  - Company fleet transport: 3,943.61 kgCO2e (two vehicle segments: 2,096.45 and 1,847.15 kgCO2e)
  - Electricity: 5,182.03 kgCO2e (location-based) or 10,589.57 kgCO2e (market-based)
- Quantified insight: Market-based emissions are higher by 5,407.54 kgCO2e (a 31.6% increase versus location-based), entirely driven by the higher electricity emission factor used in the market-based method.
- The mentorship moved ELLEMODA from "awareness" to an auditable measurement system, evidenced by completed Ympact modules and a quantified 2024 operational baseline (production, energy, water, gas) and a Scope 1–2 carbon footprint calculation.
- The footprint decomposition makes reduction priorities explicit: natural gas heat and electricity are the dominant levers, while fleet emissions are a secondary but material contributor; this directly enables targeted actions and KPI tracking,

consistent with the report's stated objective of defining a continuous-improvement roadmap.

- The market-based vs location-based gap (31.6%) shows that electricity sourcing choices (contracts, guarantees, and renewable procurement strategy) can materially change Scope 2 results, making procurement policy a high-impact lever alongside process energy efficiency.

Key results and outputs

- Self-evaluation on sustainability maturity via Guided Digital Assistant Tools (Ympact platform)
- Quantification of the environmental impact related to GHG emissions, water consumption and energy use, using digital tools (Ympact platform)
- A solid roadmap for reducing environmental impact and improving yearly performance.

Case 9 - STERNE INTERNATIONAL SPA (Mentor: Marco Scovacricchi, Process Factory)

GENERAL INFORMATION

Type of TA Activity | X Webinar X Face-to-Face Meeting X Remote Mentoring x Group Workshop ☐ Other (specify): |
Mentor: Marco Scovacricchi of Process Factory Srl
Beneficiary (Mentee): STERNE INTERNATIONAL SPA
Start Date: 1st July 2025
End Date: 31st December 2025
Duration of Collaboration: 6 months
Total Number of Meetings: 10-15 meetings
Beneficiary (Mentee) logo:

STERNE
INTERNATIONAL S.p.A.

Session progression

The mentoring collaboration focused on implementing the 4Sustainability – Planet pillar to establish a structured system for assessing and managing the company's environmental impacts.
The process followed a phased and highly structured approach, starting with sustainability maturity self-evaluation, followed by system perimeter definition, data collection, environmental impact quantification (water, energy and GHG emissions), and the development of an improvement roadmap.
The mentoring included training sessions, on-site reviews, and continuous technical support to ensure data quality and internal capacity building.

Core quantified outcomes

- Sustainability maturity self-assessment completed through the Ympact platform
- Quantification of environmental impacts related to water, energy and GHG emissions
- Definition of environmental KPIs to support monitoring and continuous improvement
- Structured dataset enabling future footprint updates and performance tracking

Key results and outputs

- Increased internal awareness of environmental impacts and reduction priorities
- Availability of a quantified baseline to support decision-making and improvement planning
- Definition of a clear roadmap for reducing environmental impacts over time
- Strengthened capability to communicate sustainability performance to clients and stakeholders

Case 10 - TI STYLE IT SRL (Mentor: Marco Scovacricchi, Process Factory)

GENERAL INFORMATION

Type of TA Activity | X Webinar X Face-to-Face Meeting X Remote Mentoring x Group Workshop ☐ Other (specify): |
Mentor: Marco Scovacricchi of Process Factory Srl
Beneficiary (Mentee): TI STYLE IT SRL
Start Date: 1st July 2025
End Date: 31st December 2025
Duration of Collaboration: 6 months
Total Number of Meetings: 10-15 meetings
Beneficiary (Mentee) logo:

TI STYLE IT
LUXURY FASHION PHILOSOPHY

Session progression

The mentoring supported TI STYLE IT SRL in implementing the 4Sustainability – Planet pillar, with the objective of quantifying environmental impacts and building a structured environmental management framework.
The process started with general training and sustainability maturity self-assessment, followed by detailed data collection, system perimeter definition, and impact quantification for water, energy and greenhouse gas emissions.
The mentoring concluded with the analysis of results and the definition of a performance improvement plan, supported by technical guidance and training sessions.

Core quantified outcomes

- Sustainability maturity self-evaluation completed
- Quantified environmental baseline covering water, energy and GHG emissions
- Identification of priority impact areas and reduction levers
- Definition of measurable KPIs to support ongoing monitoring

Key results and outputs

- Improved understanding of environmental impacts across operations
- Availability of a structured baseline to support continuous improvement
- Development of a clear environmental performance improvement roadmap
- Increased readiness to integrate sustainability metrics into business and client communication

Spain

Case 1 - J MOLTÓ LT, S.L.U. (Textile finishing/dyeing) (Mentor: AITEX)

GENERAL INFORMATION

Type of TA Activity | ☒ Webinar ☒ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify):
Mentor: AITEX
Beneficiary (Mentee): J. MOLTÓ LT, S.L.U
Start Date: July 1st, 2025
End Date: January 31st, 2026
Duration of Collaboration: 7 months
Total Number of Meetings: 3
Beneficiary (Mentee) logo:

The mentoring initiative has been developed within the framework of the European project VERDEinMED, in which AITEX (Research & Innovation Center) actively collaborates with the Consorci de la Ribera, a partner of the project consortium who actively participated during the Individual On-site Meeting and during the webinar session. Through this collaboration, selected companies were offered the opportunity to receive personalized and free advisory services focused on the application of circular economy principles.

Session progression

- Analyze existing processes, waste streams, and by-products: The assessment allowed for the identification and characterization of the main residues associated with chemical finishing, dyeing baths, and auxiliary process materials.

Although this diagnostic stage was successfully completed, no suitable opportunities for inter-company collaboration were identified within the group of participating companies.

- Delivered by expert staff from AITEX, between 15 September 2025 and 31 January 2026, the mentoring service aimed to identify improvement opportunities and define tailored circular strategies for participating companies.

- 3 sessions delivered between 15 September 2025 and 29 December 2025.
  - **Session 1 (Individual on-site meeting, 25 September 2025)** Completed the Target Analysis Questionnaire (baseline diagnostic) capturing: company profile (51–250 employees), process scope (finishing/dyeing), waste typology, current waste management, barriers, and advisory priorities.
  - **Session 2 (Webinar, 2 December 2025)**
  - **Session 3 (Individual synthesis & barrier analysis, 26 January 2026)**

- The advisory process was structured into three main phases:
  - **Phase 1: Individual On-site Meeting:** Conducted to analyze the background, specific needs, and interests of each company regarding the application of circular economy principles. This phase included the identification of waste streams and by-products generated by each company, as well as an assessment of existing circular economy models currently implemented.
  - **Phase 2: Webinar Session:** Focused on the regulatory and legislative framework governing eco-design and circular economy practices, providing participants with updated and relevant compliance information.
  - **Phase 3: Individual Meeting:** Dedicated to synthesizing the information collected throughout the process and analysing potential technical and commercial barriers to the implementation of new circular economy models. This analysis was based on the technical data gathered during the advisory sessions.

- AITEX delivered an in-depth overview of the European regulatory framework, presenting and analyzing 16 key directives and regulations relevant to sustainability and circular economy in the textile sector.

- Limited market willingness to pay more for circular materials or products, reducing the economic viability of sustainable alternatives. Unfair competition from third countries.

Activities undertaken:

- Mapping of the textile value chain and selection of six representative companies.

- Analysis of waste streams and identification of potential by-product valorization.

- Delivery of a webinar on EU directives, regulations, and the Digital Product Passport.

- Evaluation of obstacles and proposal of preliminary solutions.

- The advisory process provided J MOLTÓ with a **comprehensive and structured overview of the European regulatory framework related to textile circularity**. As a key outcome, J MOLTÓ gained a clearer **understanding of the legislative requirements** affecting the textile sector, particularly in relation to eco-design, waste management, and product traceability. To support this understanding, AITEX provided with additional reference material with legislative guidelines and direct links to the relevant European regulations and policy documents. This extensive knowledge transfer enabled us to better comprehend the implications of the European Digital Product Passport (DPP) and how it impacts on our products.

Core quantified outcomes

- Quantified annual waste streams for the baseline: **wastewater treatment sludge 74.33 t/year**, **paper and cardboard packaging 74.33 t/year**, **textile materials 29.6 t/year**, **plastic containers 25.38 t/year**, **ferrous metals 6.52 t/year**.
- Documented an existing **internal reuse practice**: reuse of returned cones, tubes, and cardboard packaging to ship products back in the same packaging (Annex I, current waste management).
- Recorded existing circularity levers already in place: **SEAQUAL recycled fibres initiative** and **GRS / OEKO-TEX / GOTS certifications**.
- Delivery of a structured regulatory webinar covering **16 key EU directives/regulations** and their **link to the Digital Product Passport**, plus the follow-on **legislative recommendation guidelines** (Annex II), strengthening compliance literacy.
- Consolidated a **barrier analysis** on technical and market constraints to circular model adoption.
- Confirmed that **no concrete inter-company collaboration opportunity** was identified for this company within the 6-case set (Objective 1 recorded as partially achieved, due to lack of suitable collaboration opportunity).

Key results and outputs

- Capacity Building and Regulatory Compliance: The mentoring process enabled J MOLTÓ to gain a clear and comprehensive understanding of the European regulatory framework governing sustainability and circular economy practices. This knowledge allowed the organization to design strategic measures to ensure compliance with upcoming legislation. By anticipating regulatory changes, J MOLTÓ strengthened its operational resilience and positioned itself to maintain competitiveness in a rapidly evolving market.
- Identification and characterization of the main residues associated with chemical finishing, dyeing baths, and auxiliary process materials
- Improved capacity building through a clearer understanding of the European regulatory framework and circular economy practices, enabling the organization to design strategic measures to ensure compliance with upcoming legislation

Case 2 - JOSE GISBERT S.L. (Weaving/knitting) (Mentor: AITEX)

GENERAL INFORMATION

Type of TA Activity | ☒ Webinar ☒ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify):
Mentor: AITEX
Beneficiary (Mentee): JOSE GISBERT S.L.
Start Date: July 1st, 2025
End Date: January 31st, 2026
Duration of Collaboration: 7 months
Total Number of Meetings: 3
Beneficiary (Mentee) logo:

JOSÉ GISBERT
FÁBRICA DE TEJIDOS

Session progression

- It was implemented an analysis of the existing production processes and waste streams generated by JOSE GISBERT was conducted. The assessment focused on identifying by-products and residual materials derived from fabric manufacturing activities, including textile offcuts.
- Offered comprehensive insights into the current eco-design and circular economy regulatory framework, ensuring compliance and alignment with industry standards. An in-depth overview of the European regulatory framework, presenting and analyzing 16 key directives and regulations relevant to sustainability and circular economy in the textile sector. Furthermore, the session highlighted how these legislative instruments are interconnected and how they can be effectively linked to the implementation of the European Digital Product Passport (DPP). This knowledge transfer equips participating companies with strategic insights to anticipate compliance requirements, leverage digital traceability, and align their operations with upcoming EU sustainability standards
- Partly identified and evaluated potential obstacles—both technical and market-related—that may hinder the adoption of new circular economy models and propose actionable solutions.
- The analysis revealed several critical barriers to the implementation of circular economy solutions. These include:
- Difficulty in adapting to new legislative requirements, which demand significant compliance efforts.
- Limited market willingness to pay more for circular materials or products, reducing the economic viability of sustainable alternatives.

- Unfair competition from third countries, where imported products are not subject to certain European regulations, resulting in lower production costs and more competitive pricing compared to EU-manufactured goods.
- The advisory service delivered clear and tangible outcomes for the company, particularly in relation to regulatory readiness. A key result was the consolidation of relevant European sustainability and circular economy regulations into a single, structured reference document, with direct links to the relevant European regulations and policy documents, which significantly improved accessibility and understanding. This facilitated the assessment and application of regulatory requirements, especially those related to the European Digital Product Passport (DPP).
- The advisory service delivered clear and tangible outcomes for the company, particularly in relation to regulatory readiness. A key result was the.
- The implementation of the mentoring was divided into three sessions.
  - Session 1 (Individual on-site meeting, 2 October 2025)
  - Session 2 (Webinar, 2 December 2025)
  - Regulatory capacity building: delivery of the webinar and provision of a single structured reference document consolidating relevant EU sustainability/circularity regulations with direct links to sources, explicitly supporting DPP-related compliance assessment.
  - Session 3 (Individual synthesis & barrier analysis, 22 January 2026)
- Sessions have facilitated a clearer understanding of the European Digital Product Passport and its expected impact on our company. Overall, the mentoring process has contributed to a more comprehensive awareness of legislative obligations and has helped streamline internal decision-making processes.

Core quantified outputs

- Quantified textile waste volumes: Textile (Oct 2025): 4,080 kg; Textile (2024): 5,960 kg; and documented that viscose/cotton/polyester are separated and sent to Salvera Recovery.

Key results and outputs

- Finalised a technical and market barrier analysis, explicitly highlighting economic constraints, regulatory complexity, market unwillingness to pay, and unfair competition dynamics.
- Produced follow-up recommendations centred on regulatory compliance monitoring, staff training, and continued alignment with evolving DPP requirements.
- Captured current eco-design and certification profile: SEAQUAL recycled fibres initiative; GRS / OEKO-TEX / GOTS / biodegradability.
- Consolidation of relevant European sustainability and circular economy regulations into a single, structured reference document, with direct links to the relevant European regulations and policy documents, which significantly improved accessibility and understanding. This facilitated the assessment and

application of regulatory requirements, especially those related to the European Digital Product Passport (DPP).

Case 3 - KOOPERA SERVICIOS AMBIENTALES S.COOP (Post-consumer textile waste sorting) (Mentor: AITEX)

GENERAL INFORMATION

Type of TA Activity | ☒ Webinar ☒ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: AITEX
Beneficiary (Mentee): KOOPERA SERVICIOS AMBIENTALES S.COOP
Start Date: July 1st, 2025
End Date: January 31st, 2026
Duration of Collaboration: 7 months
Total Number of Meetings: 3
Beneficiary (Mentee) logo:

Session progression (what happened across sessions)

- A connection was established between KOOPERA and ALCOCERTEX and LES MOLINES to evaluate the feasibility of utilizing cotton dust, a by-product generated by ALCOCERTEX and LES MOLINES, as a raw material in one of KOOPERA's industrial processes. This potential collaboration not only minimizes landfill disposal but also fosters circularity by converting a residual material into a valuable input for production.
- During sessions were presented and analyzed 16 key directives and regulations relevant to sustainability and circular economy in the textile sector. Furthermore, highlighted how these legislative instruments were interconnected and how they could effectively link to the implementation of the European Digital Product Passport (DPP).
- The 3 meetings delivered by expert staff from AITEX between 15 September 2025 and 31 January 2026, the mentoring service aimed to identify improvement opportunities and define tailored circular strategies
- Three main sessions:
  - Individual on-site meeting with the participating company KOOPERA on 25th of September 2025.
  - Webinar session on regulatory and legislative frameworks on 27th of November 2025.
  - Individual meeting for synthesis and barrier analysis on 27th of January 2026.
- Main topics discussed:
  - Circular economy principles and their application in textile processes, more specifically in the shorting process.

- Identification of waste streams and by-products for resource optimization.
- European regulatory framework and eco-design requirements.
- Technical and market-related barriers to implementing circular models.
- Opportunities for collaboration across the textile value chain.

Core quantified outcomes

- Quantified throughput: Entry 6,000 tons/year, with 3,000 tons treated and 3,000 tons sold as originals.

Key results and outputs

- Identified and formalised an inter-company synergy: cotton dust valorisation (cotton dust from ALCOCERTEX, and potentially also LES MOLINES) as a secondary raw material input for KOOPERA.
- Recorded primary barriers and needs: economic, regulatory/legal, and market/suppliers, with an explicit constraint of lack of public/private investment

Case 4 - HILADOS LES MOLINES, S.L. (Staple fibre spinning) (Mentor: AITEX)

GENERAL INFORMATION

Type of TA Activity | ☒ Webinar ☒ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: AITEX
Beneficiary (Mentee): HILADOS LES MOLINES, S.L
Start Date: July 1st, 2025
End Date: January 31st, 2026
Duration of Collaboration: 7 months
Total Number of Meetings: 3
Beneficiary (Mentee) logo:

The mentoring collaboration between AITEX and LES MOLINES successfully provided the company with clearer insight into the European regulatory framework and its implications for short-fiber spinning activities. The process enhanced the company's understanding of upcoming sustainability and circularity obligations, supporting more informed strategic planning. Additionally, the identification of a potential synergy with KOOPERA for the valorization of cotton dust represents a promising pathway to advance circular practices and improve resource efficiency.

Session progression (what happened across sessions)

During the assessment of waste streams at the participating company ALCOCERTEX and LES MOLINES, a significant opportunity for resource optimization was identified. A connection was established between KOOPERA and ALCOCERTEX and LES MOLINES to evaluate the feasibility of utilizing cotton dust, a by-product generated by ALCOCERTEX and LES MOLINES, as a raw material in one of KOOPERA's industrial processes. This potential collaboration not only minimizes landfill disposal but also fosters circularity by converting a residual material into a valuable input for production.

- Three main sessions:
  - Individual on-site meeting with the participating company KOOPERA on 14th of October 2025.
  - Webinar session on regulatory and legislative frameworks on 27th of November 2025.
  - Individual meeting for synthesis and barrier analysis on 30th of January 2026.
- Main topics discussed:
  - Circular economy principles and their application in textile processes, more specifically in the textile recycling processes.
  - Identification of waste streams and by-products for resource optimization.
  - European regulatory framework and eco-design requirements.
  - Technical and market-related barriers to implementing circular models.
  - Opportunities for collaboration across the textile value chain.
- Individual advisory sessions to assess company-specific needs through structured questionnaires.
- Knowledge transfer activities were carried out through a dedicated webinar session, providing an in-depth overview of the European regulatory framework and addressing the emerging legislative adoption needs identified during the individual consultations. The information was further reinforced through the delivery of a comprehensive technical and regulatory report, ensuring participants had access to actionable and up-to-date guidance.
- Barrier analysis using structured interviews and synthesis of technical data

Core quantified outputs

- Completed the **Target Analysis Questionnaire** capturing baseline operations (short fibre spinning), and quantified processing/waste: **1,400,000 kg processed**, with **8% generated as waste**; and additionally reported **2% recirculated (130,000 kg)**.
- Captured market/regulatory barrier context: economic and regulatory/legal constraints plus **unfair competition from Turkey**.
- Participation in the regulatory webinar providing structured guidance on eco-design/circularity requirements and DPP linkage.

Key results and outputs

- Identified a **potential synergy with KOOPERA for cotton dust valorisation** as a pathway to improve circularity/resource efficiency.
- Through the mentoring process, LES MOLINES gained a clearer and more structured understanding of the European regulatory framework of circularity within the textile sector.
- LES MOLINES gained a clearer and more structured understanding of the European regulatory framework of circularity within the textile sector.
- The analysis of internal processes and waste streams allowed LES MOLINES to identify a potential inter- company synergy with KOOPERA, which can use this cotton dust as a secondary raw material in its transformation processes. The compatibility between the material generated by LES MOLINES and KOOPERA's technical needs represents a promising circular opportunity that may reduce waste disposal while contributing to more efficient resource use. Although the collaboration is still at an early exploratory stage, it offers a realistic pathway to valorize this by- product and supports the company's transition toward more sustainable production practices.

Case 5 - ALCOCERTEX S.L.U. (Mechanical textile recycling) (Mentor: AITEX)

GENERAL INFORMATION

Type of TA Activity | ☒ Webinar ☒ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify):
Mentor: AITEX
Beneficiary (Mentee): ALCOCERTEX S.L.U.
Start Date: July 1st, 2025
End Date: January 31st, 2026
Duration of Collaboration: 7 months
Total Number of Meetings: 3
Beneficiary (Mentee) logo:

ALCOCERTEX
RECOVERED TEXTILE FIBERS

Session progression (what happened across sessions)

- Three main sessions:
  - Individual on-site meeting with the participating company ALCOCERTEX on 1st of October 2025.
  - Webinar session on regulatory and legislative frameworks on 2nd of December 2025.
  - Individual meeting for synthesis and barrier analysis on 27th of January 2026.
- Main topics discussed:
  - Circular economy principles and their application in textile processes, more specifically in the textile recycling processes.

- Identification of waste streams and by-products for resource optimization.
- European regulatory framework and eco-design requirements.
- Technical and market-related barriers to implementing circular models.
- Opportunities for collaboration across the textile value chain.

- Individual advisory sessions to assess company-specific needs through structured questionnaires.
- Knowledge transfer activities were carried out through a dedicated webinar session, providing an in-depth overview of the European regulatory framework and addressing the emerging legislative adoption needs identified during the individual consultations. The information was further reinforced through the delivery of a comprehensive technical and regulatory report, ensuring participants had access to actionable and up-to-date guidance.
- Barrier analysis using structured interviews and synthesis of technical data.

A participatory and problem-solving approach, combining personalized advisory sessions with collective knowledge-sharing activities. The methodology emphasized practical application, regulatory compliance, and inter-company collaboration to foster circular economy integration.

Core qualified outputs/outcomes (where mentoring helped)

- Quantified annual waste/by-product streams: carton 36.88 t, plastic 21.74 t, spinning powder 139.61 t (burned in cement factories), spinning dust 54.76 t (landfilled), wire thread 13.83 t.
- The process highlighted the importance of customized diagnostic tools when working with diverse stakeholders, as they enable targeted support while maintaining scalability.
- It also reinforced that knowledge gaps in regulatory compliance remain a critical barrier for textile companies, and structured, accessible training sessions are essential to bridge this gap.
- Finally, the experience demonstrated that synergies in circular economy require detailed material flow analysis and proactive facilitation, as opportunities are not always evident and demand technical and commercial alignment between companies.

Key results and outputs

- Converted a waste stream into a circular-use pathway by establishing a **collaboration with KOOPERA**: KOOPERA can directly use **cotton dust** generated by ALCOCERTEX as a secondary raw material.
- Documented the baseline counterfactual and expected improvement: before the synergy, part of the stream went to **energy recovery** and part to **landfill** via an authorised manager; the synergy is positioned as a higher-value circular use aligned with EU circularity objectives.
- Completed the **Target Analysis Questionnaire** with baseline profile: mechanical recycling; input materials (post-industrial cotton/blends;

viscose/polyviscose nonwovens; mixtures); and quantified by-products/waste streams.

- Delivery of a comprehensive webinar covering 16 EU directives and their link to the Digital Product Passport
- Improved capacity building and regulatory compliance through a clear understanding of the European regulatory framework and circular economy practices
- An inter-company synergy was established to repurpose cotton dust, previously considered waste, as a raw material for post-treatment processes, enabling by-product valorisation and demonstrating practical innovation in the textile value chain.

Case 6 - FERPAPUNT, S.L. (Weaving/knitting; made-to-order) (Mentor: AITEX)

GENERAL INFORMATION

Type of TA Activity | ☒ Webinar ☒ Face-to-Face Meeting ☐ Remote Mentoring ☐ Group Workshop ☐ Other (specify): |
Mentor: AITEX
Beneficiary (Mentee): FERPAPUNT, S.L
Start Date: July 1st, 2025
End Date: January 31st, 2026
Duration of Collaboration: 7 months
Total Number of Meetings: 3
Beneficiary (Mentee) logo:

Ferpa punt
Fabricante de géneros de punto

The mentoring process developed between AITEX and FERPAPUNT has provided the company with a clearer orientation regarding the regulatory evolution that will progressively impact knitted-fabric manufacturing. Throughout the advisory sessions, FERPAPUNT gained a better understanding of how European sustainability and circularity requirements are expected to unfold and what aspects of its production model may require attention in the future. Although no inter-company synergies were identified—mainly due to the low generation of textile waste inherent to their made-to-order workflow—the process confirmed that the company already operates under efficient material-use conditions.

Session progression

- A detailed analysis of the production processes, waste streams, and by-products generated by FERPAPUNT was conducted. Due to the characteristics of knitted fabric manufacturing and the company's production-to-order model, the level of material waste is inherently low, with minimal offcuts or residuals generated during standard operations. The diagnostic confirmed that the

company already operates with high resource efficiency, and no significant quantities of waste suitable for external valorization were identified.

- Through the mentoring process FERPAPUNT have been able to better contextualize how the evolving European sustainability and circularity regulations will influence the knitted-fabric sector and our specific production model. The documentation and explanations received have clarified the regulatory direction of the industry and helped us identify the aspects that may require attention in the coming years.
- Three main sessions:
  - Individual on-site meeting with the participating company KOOPERA on 13th of October 2025.
  - Webinar session on regulatory and legislative frameworks on 27th of November 2025.
  - Individual meeting for synthesis and barrier analysis on 30th of January 2026.

Core quantified outputs

- Completed the **Target Analysis Questionnaire** capturing a made-to-order model with low waste generation and material profile: yarns largely in blends (**more than 80% blends**, **20% mono-material**), with a recorded market constraint that customers do not request recycled material due to high cost.
- Quantified annual waste streams: **10,000 kg textile (blends)** and **5,000 kg cardboard**.
- Regulatory capacity building through the webinar covering **16 EU directives/regulations** and their linkage to the DPP, aimed at future compliance planning.

Key results and outputs

- Confirmed, through diagnostic and synthesis, that the company operates with **high resource efficiency** and generates **no significant waste suitable for external valorisation**, therefore **no inter-company synergy** was feasible within the 6-company set.
- Consolidated barriers affecting broader circular adoption: legislative adaptation effort, limited willingness to pay, and unfair competition from third countries.

Case 7 - Mayoral Moda Infantil SAU (Mentor: FNO Project S.L.U.))

GENERAL INFORMATION

Type of TA Activity | Webinar Face-to-Face Meeting Remote Mentoring Group Workshop Other (specify): |
Mentor: FNO PROJECT S.L.U.
Beneficiary (Mentee): Mayoral Moda Infantil SAU
Start Date: 17/11/2025

End Date: 31/12/2025
Duration of Collaboration: 20 days
Total Number of Meetings: 8
Beneficiary (Mentee) logo:

mayoral

Session progression

- The mentoring period started on 17/11/2025 due to 31/12/2025 with a reported duration 20 days.
- The mentoring cadence was intensified to meet an SBTi submission deadline, moving from weekly meetings to an intensive schedule of 2–3 sessions per week in the final 21 days.
- The work delivered a full technical modelling phase focused on emission factor selection and construction of multiple customised carbon calculators tailored to Mayoral's product typologies, raw materials, and sustainability attributes, integrating primary supplier data for spinning, weaving, dyeing and finishing.
- The modelling explicitly covered transport between processes and included use phase and end-of-life phases, with a stated exclusion of logistics-centre distribution and sales due to parallel internal work at Mayoral.

Core Quantified outcomes

- SBTi target defined: 25% absolute emission reduction over 10 years, stated as 2.5% per year.
- Modeling depth claim: 100% coverage of modeled product lifecycle phases, including FLAG and dLUC emissions.
- End-of-life scenario assumption (explicit numeric split): 95% landfill / 5% recycled.
- Baseline robustness: mass processing was performed for every garment sold across three fiscal years (2022, 2023, 2024) to support a consistent baseline for the 10-year roadmap.
- Implement the Responsible Purchasing Program by shifting from standard models to primary data collection from Tier 2–3 suppliers to validate BAT impact assumptions.
- Perform annual technical review of calculators and emission factors (especially FLAG/dLUC) to maintain SBTi-grade rigor.
- Integrate footprint KPIs into product development/design to support early-stage "carbon-informed" material decisions.

- The roadmap architecture established two lines of objectives: an SBTi submission target of 25% absolute reduction over 10 years (2.5% annually), and a staged internal strategy.
- Quantifiable outcomes stated in the report include: the 25% / 10-year target, 100% lifecycle phase coverage including dLUC and FLAG, and delivery of the customised calculator suite.
- The report explicitly states that dLUC is treated with a conservative "worst-case" scenario approach to avoid underestimation.
- The end-of-life model uses a conservative waste scenario of 95% landfill / 5% recycled.
- By 2024, the achieved "TOTAL DECARBONIZED" was 17.24% overall (2022→2024), corresponding to 42,938,378.84 kg CO2e, with differentiated performance across MMPP FLAG and non-FLAG components.

Key results and outputs

- SBTi readiness: preparation of "high-precision data and targets" for official submission.
- Advanced carbon visibility: granular breakdown by material (FLAG/non-FLAG), process, and product typology.
- Technical capability uplift: explicit knowledge transfer improving internal understanding of manufacturing-process emissions and FLAG/dLUC categories.
- Data-driven procurement and design: a framework enabling "carbon-informed" decisions in product development and supplier selection (BAT-based).
- A validated Scope 3 product-footprint methodology and emission-factor framework, explicitly including separation of FLAG vs non-FLAG emissions and incorporation of dLUC (direct Land Use Change).
- A suite of customised carbon calculators (Excel-based) tailored to Mayoral's product typologies, raw materials, and yarn quality attributes, integrating supplier primary data (Tier 1 CMT) and specialised modeling for upstream processes (spinning, weaving, dyeing, finishing).
- Full lifecycle modeling coverage for the product footprint including production and transport modeling, use phase, and end-of-life phase, with an explicit note that logistics-centre distribution and sales were excluded because they were handled in a separate Mayoral project.
- A 10-year decarbonisation roadmap and target architecture aligned to SBTi and translated into an internal execution strategy (two-track structure: SBTi submission target plus internal roadmap).

Interreg Euro-MED

Co-funded by the European Union

VERDEinMED

PreVEnting and ReDucing the tExtiles waste mountain in the MED area

Consortium

- CERTH – The Centre for Research & Technology, Hellas

Bulgarian Fashion Association

CITEVE

Confindustria

Consorci de la Ribera

Corporación Tecnológica de Andalucía

Diadyma S.A.

e-Zavod

Legambiente

Textile Trade Association Textile Cluster (TTA-TC)

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DOCUMENT INFORMATION

Title

PreVEnting and ReDucing the tExtiles waste mountain the MED area

Start - end date

01/01/2024 - 30/09/2026

Project type

Thematic project

Programme

Interreg Euro-MED

Funding

2.848.602,00 €

Coordinator

Chrysovalantis Ketikidis,
Centre for Research and Technology-Hellas, Greece

Project overview

The VERDEinMED project is an initiative funded by the Interreg Euro-MED programme to promote the circular economy in the textile sector. VERDEinMED is a thematic project that will provide a support service to boost circularity in the textile value chain for businesses, consumers, policy makers and academia.

The project is part of the Innovative Sustainable Economy mission of the Euro-MED programme, which seeks cooperation between Mediterranean countries to promote smarter and greener business models. VERDEinMED project brings together 10 partners and 17 associated entities from Greece, Spain, Portugal, Italy, Slovenia, North Macedonia, Bulgaria, Tunisia, Turkey, Belgium and Lebanon.