



ESG COMPETENCY FRAMEWORK FOR CULTURAL PROFESSIONALS

A Comprehensive European Standard for Galleries, Libraries, Archives, and
Museums (GLAM)

Project: ESG competences for the GLAM sector (ESG4GLAM)

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EXECUTIVE SUMMARY

The ESG4GLAM Competency Framework provides a structured, evidence-based reference model defining the Environmental, Social, and Governance (ESG) competencies required by professionals and institutions across the cultural heritage sector, specifically galleries, libraries, archives, and museums (GLAM). Driven by the urgent need to support the European ecological transition and social cohesion, this framework translates complex, high-level sustainability goals into concrete, actionable, and sector-specific skills, knowledge, and professional attitudes.

Grounded directly in the empirical findings of the ESG4GLAM Needs Analysis—comprising a quantitative survey of 120 valid respondents across 16 countries, six focus groups with 43 practitioners, and 34 expert interviews with national union and cultural association leaders—the framework introduces an architecture of **31 distinct competencies**. These are divided into four core domains: 6 Cross-Cutting, 8 Environmental, 9 Social, and 8 Governance competencies. Each competency is articulated across five progressive levels of mastery (L1 Associate to L5 Principal) explicitly mapped to the European Qualifications Framework (EQF Levels 3 to 8). This structure ensures applicability for a vast spectrum of profiles, ranging from entry-level volunteers in municipal libraries to national museum directors, safeguarding professional portability across European borders.

Unlike generic corporate ESG models developed for financial reporting and compliance, this framework utilizes a native cultural vocabulary. It aligns with standard sectoral instruments, including the ICOM, IFLA, and ICA codes of ethics, the Faro Convention, and the Bizot Green Protocol. Recognizing that over 69% of European GLAM institutions are small or medium-sized public or non-profit entities operating under chronic resource constraints, the framework features explicit proportional guidelines. This allows institutions to implement the competency standard selectively based on their specific size, mission, and operating risks.

This Core Deliverable functions as the structural foundation of the ESG4GLAM project. It directly shapes the 35-hour modular e-learning training course, the digital self-assessment tools, and the open-access ESG Knowledge Box repository. By providing a shared European professional standard, the framework empowers GLAM professionals to lead sustainable change and demonstrate their public value in a rapidly changing world.



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1 INTRODUCTION & STRATEGIC OBJECTIVES

1.1 The Role of GLAM as Stewardship Institutions

Galleries, libraries, archives, and museums (GLAM) represent the foundational institutions of European collective memory and public knowledge. Far from being passive repositories, they are active agents of social dialogue, educational innovation, and community resilience. Their public mission—safeguarding heritage, fostering democratic access to culture, and educating citizens across generations—is intrinsically aligned with the principles of long-term environmental, social, and governance responsibility. As noted by sectoral experts, GLAM organizations are fundamentally 'memory institutions' and 'institutions of hope' whose primary purpose of preserving past meanings for future generations constitutes an inherent sustainability function.

However, these organizations operate in an era of complex and intersecting crises. Climate change poses direct, physical threats to historic buildings and delicate collections. Evolving audience demographics require more inclusive, participatory, and representative practices. At the same time, shifting public funding structures and demands for greater public transparency require highly transparent and ethical governance structures. To survive and flourish, the cultural sector must systematically embed sustainability into its strategic core rather than treating it as an optional, peripheral activity.

1.2 The Capacity and Operational Gap

While the cultural sector has a strong normative alignment with sustainability values, the ESG4GLAM Needs Analysis revealed a profound structural paradox. GLAM professionals highly value ESG principles, with importance scores exceeding 4.2 out of 5 across all domains. Yet, their practical implementation remains fragmented, decentralized, and heavily dependent on individual enthusiasts or short-term, project-based EU funding cycles. Many organizations lack formal strategies, dedicated ESG roles, or standardized metrics to measure, govern, and report their performance. The lack of standard definitions and sector-adapted tools has meant that ESG is often perceived either as an intimidating corporate disclosure framework or as a symbolic compliance

exercise ('box-ticking'). This framework was created to bridge this capability gap, translating abstract values into a structured professional standard.

1.3 Core Objectives of the Competency Framework

The ESG4GLAM Competency Framework is designed to achieve six primary strategic objectives across European cultural networks:

- **Establish a Standardized shared vocabulary:** Provide a common European reference that translates generic corporate ESG concepts into native GLAM practices—such as preventive conservation, community co-creation, sustainable procurement, and ethical collections stewardship.
- **Enable Portable VET Curricula:** Align the competency standard with the European Qualifications Framework (EQF Levels 3 to 8), facilitating the design of micro-credentials and vocational training modules that are recognized and portable across different European countries.
- **Address Systemic Gaps:** Prioritize high-need capacity areas highlighted by practitioners in the needs analysis, including environmental emergency preparedness (the highest measured gap, Δ 1.88), ESG data management, social impact assessment, and the integration of ESG into strategic annual planning.
- **Build Inward and Outward Capacity:** Ensure the framework addresses both external-facing social commitments (visitor accessibility, community engagement) and internal institutional practices (staff wellbeing, fair working conditions, supply chain governance, and digital sustainability/ethical AI use).
- **Prevent Symbolic Compliance:** Foster authentic, non-formalistic ESG implementation by emphasizing demonstrated, practical evidence over simple attendance metrics or rhetorical statements, directly mitigating the greenwashing risks identified by sector stakeholders.
- **Support Scalable and Proportional Adaptation:** Ensure the standard remains accessible and usable for resource-constrained, small, and volunteer-run libraries, local archives, and municipal museums by providing clear priority pathways based on institutional size and setting.

By achieving these objectives, the framework serves as the connective tissue that aligns the cultural sector with major European policy directions, including the European Green Deal and the UN 2030 Agenda for Sustainable Development, transforming GLAM institutions into proactive, resilient advocates of sustainable development.

2 METHODOLOGY & SECTORAL ALIGNMENT

2.1 An Evidence-Based, Mixed-Methods Approach

The development of the ESG4GLAM Competency Framework represents a rigorous, collaborative scientific process coordinated by the University of Novi Sad (UNS) with the active contribution of the entire transnational consortium. Rather than relying on theoretical assumptions or direct corporate adaptations, the framework's architecture is rooted entirely in an empirical mixed-methods research design that captured both broad European quantitative trends and deep localized qualitative insights.

The research base is built upon three complementary pillars of data collection:

- **The Quantitative Survey:** An online survey distributed across European cultural networks, yielding 120 fully validated responses from 16 different countries. The survey utilized 5-point Likert scales to measure both the perceived importance of 29 competencies in the GLAM context and their current level of implementation within respondents' organizations. The mathematical difference between these scores identified the primary 'competency gaps' that guided the prioritization of the framework.
- **The Cross-Country Focus Groups:** Six qualitative sessions conducted in Italy, Finland, Latvia, and Serbia with a total of 43 participants. Following the 'Quintuple Helix' model, these sessions engaged a mixed profile of operational professionals, directors, vocational educators, and policy makers, exploring shared experiences, operational barriers, and preferred learning formats.
- **The Expert Interviews:** Thirty-four semi-structured interviews with national museum association heads, specialized workers' unions (including Malry in Finland), and international experts. This phase extended the geographical scope to Austria, providing

invaluable structural and policy-level perspectives on governance, employee wellbeing, and professional recognition.

The synthesis of these empirical streams validated 29 core competencies and led to the qualitative addition of two highly critical emerging areas: Digital Sustainability & Responsible AI (CC-06) and Staff Wellbeing & Fair Working Conditions (SOC-09).

2.2 Alignment with Sector-Specific and International Standards

Corporate ESG models focus on financial materiality, treating sustainability through the lens of risk reduction and shareholder value. To adapt these concepts meaningfully to the public-interest, mission-driven cultural sector, the ESG4GLAM framework is built around a 'Culture-First' (C+) perspective. It bridges corporate rigor with established professional and ethical standards native to cultural stewardship, ensuring that every competency aligns with recognized international instruments:

- **Ethical Stewardship Codes:** Direct mapping to the ICOM Code of Ethics for Museums, the IFLA Code of Ethics for Librarians and Information Workers, and the ICA Code of Ethics for Archivists. This ensures that ESG governance practices build upon pre-existing, professional responsibilities rather than replacing them.
- **Cultural Heritage Conventions:** Integration of the Council of Europe Framework Convention on the Value of Cultural Heritage for Society (Faro Convention), which frames cultural heritage as a shared public resource requiring participatory governance and community co-creation.
- **Green Conservation Standards:** Alignment with the Bizot Green Protocol, which promotes energy-efficient collection climate control, flexible conservation environments, and sustainable loan/transport practices among major cultural institutions.
- **European Regulations:** Strict compliance with horizontal EU mandates, including the General Data Protection Regulation (GDPR) for visitor and contributor privacy, and the EU Web Accessibility Directive and European Accessibility Act for inclusive communication and access.
- **Corporate ESG & Dissemination Standards:** Proportional reference to international reporting standards, including the Global Reporting Initiative (GRI Standards), the

Corporate Sustainability Reporting Directive (CSRD), its European Sustainability Reporting Standards (ESRS), and the EU Taxonomy for Sustainable Activities, enabling larger or corporate-affiliated GLAMs to align with group-level obligations.

This multi-layered alignment guarantees that the framework serves as a robust, bilingual, and internationally recognized standard that translates compliance-driven sustainability into an authentic cultural practice.

3 FRAMEWORK ARCHITECTURE & EQF LEVELS

3.1 The Four Core Domains

The 31 competencies are structured across four interconnected domains that address the multi-dimensional nature of sustainability within cultural institutions:

- **I. Cross-Cutting ESG Competencies (6 Competencies):** Focuses on the foundational literacy and change-management skills needed to avoid symbolic compliance ('box-ticking') and to use basic ESG data to support integrated institutional decisions. This domain recorded the highest overall competency gap ($\Delta 1.68$) in the Needs Analysis, highlighting its role as the 'connective tissue' of the framework.
- **II. Environmental Competencies (8 Competencies):** Addresses the ecological footprint of GLAM operations, including energy management, sustainable exhibition production, and preventive conservation, with an urgent focus on climate-related emergency preparedness (the single highest individual gap, $\Delta 1.88$).
- **III. Social Competencies (9 Competencies):** Reflects GLAM's core strength in inclusion, democratic access, and community co-creation, while expanding to address staff wellbeing, fair working conditions, and social impact assessment methods.
- **IV. Governance Competencies (8 Competencies):** Focuses on transparent decision-making, risk management, and the strategic integration of ESG into institutional budgeting, planning, and external supplier management.

3.2 Progression Levels and EQF Alignment

To ensure the standard can describe professional development across diverse profiles without becoming meaningless for either, each competency is mapped across five progressive levels of mastery aligned with the European Qualifications Framework (EQF Levels 3 to 8):

Level	EQF	Typical GLAM Profile	Responsibility & Autonomy
L1 Associate	3-4	Trainee, volunteer, library/museum assistant, front-of-house staff	Performs defined tasks under supervision; follows established institutional procedures.
L2 Professional	5-6	Librarian, curator, archivist, conservator, outreach/education officer	Applies competencies independently within own role; contributes to team and project delivery.
L3 Senior Prof.	6-7	Senior curator/archivist, department head, branch or site manager	Leads a team, department or function; adapts practice to institutional complexity.
L4 Lead Prof.	7-8	Deputy director, head of small/medium institution, director of programmes	Sets institutional policy and strategy; holds accountability across departments.
L5 Principal	8	Director of a national institution, sector-network coordinator, policy adviser	Shapes sector standards, policy and cross-institutional practice; mentors and represents the field.

This progressive structure enables targeted upskilling, supports the validation of prior non-formal learning, and allows human resource managers to build cumulative career development pathways where ESG growth is tied to professional advancement.

4 THE CORE ESG4GLAM COMPETENCY MATRIX

The following matrix consolidates all 31 core competencies identified under the ESG4GLAM framework. For each competency, the matrix defines its code, title, applicable EQF range, core application in daily GLAM operations, and the direct connection to the modules of the training course and resources of the digital ESG Knowledge Box. All competencies are structured across five progression levels (L1 to L5) corresponding to EQF levels 3–8.

Code	Competency Title & Domain	EQF Range	Main Application in GLAM Practice	Link to Training / Knowledge Box
CC-01	Basic ESG literacy in the GLAM context [Cross-Cutting]	L1–L5 (EQF 3–8)	Understanding ESG concepts through cultural mission, public value, and heritage stewardship	Introductory ESG module; basic ESG glossary; self-assessment checklist
CC-02	Understanding interconnections between ESG dimensions [Cross-Cutting]	L1–L5 (EQF 3–8)	Recognizing how environmental, social and governance decisions influence each other holistically	Integrated ESG thinking module; case-based exercises
CC-03	Organisational learning & change management [Cross-Cutting]	L1–L5 (EQF 3–8)	Supporting staff learning, internal change, and institutional transition from isolated activities	Change-management tools; internal learning templates
CC-04	Moving beyond a 'checkbox' approach [Cross-Cutting]	L1–L5 (EQF 3–8)	Preventing superficial, compliance-driven ESG and linking actions to real improvement	Ethical ESG practice module; reflection exercises; greenwashing prevention
CC-05	Using basic ESG data and indicators [Cross-Cutting]	L1–L5 (EQF 3–8)	Collecting and interpreting simple metrics on energy, waste, access, and participation	ESG indicator dashboard; data collection templates

Code	Competency Title & Domain	EQF Range	Main Application in GLAM Practice	Link to Training / Knowledge Box
CC-06	Digital sustainability & responsible AI [Cross-Cutting]	L1-L5 (EQF 3-8)	Managing digital tools, digitisation, and AI in environmentally and ethically responsible ways	Digital sustainability module; AI governance checklist
ENV-01	Environmental awareness & compliance [Environmental]	L1-L5 (EQF 3-8)	Understanding environmental laws, regulations and codes affecting buildings and storage	Environmental basics; compliance checklists
ENV-02	Energy & climate control management [Environmental]	L1-L5 (EQF 3-8)	Balancing energy efficiency with delicate collection conservation and storage needs	Energy management tools; climate-control case studies
ENV-03	Sustainable exhibition & programme production [Environmental]	L1-L5 (EQF 3-8)	Designing displays and events with reduced materials, packaging, waste, and transport	Sustainable exhibition planning brief & templates
ENV-04	Ecologically informed preventive conservation [Environmental]	L1-L5 (EQF 3-8)	Applying non-toxic, low-energy, and eco-friendly collection care and pest management	Conservation and sustainability guide; practical cases
ENV-05	Sustainable procurement [Environmental]	L1-L5 (EQF 3-8)	Integrating environmental and social criteria in purchasing materials and selecting vendors	Sustainable procurement checklist; supplier criteria
ENV-06	Waste reduction & circular practices [Environmental]	L1-L5 (EQF 3-8)	Applying circular principles (reuse, sharing, repair) in exhibitions, offices and events	Circular practice guide; waste monitoring tool

Code	Competency Title & Domain	EQF Range	Main Application in GLAM Practice	Link to Training / Knowledge Box
ENV-07	Preparedness for environmental emergencies [Environmental]	L1-L5 (EQF 3-8)	Preparing and responding to floods, fires, heatwaves and climate risks on collections	Emergency preparedness module; risk-assessment templates
ENV-08	Monitoring of environmental indicators [Environmental]	L1-L5 (EQF 3-8)	Systematically tracking energy, water, waste, emissions, and indoor climate trends	Environmental monitoring dashboard; reporting template
SOC-01	Inclusive access & participation [Social]	L1-L5 (EQF 3-8)	Ensuring physical, sensory and digital access to services, spaces and collections	Accessibility module; inclusion checklist
SOC-02	Community engagement & co-creation [Social]	L1-L5 (EQF 3-8)	Working with local communities as active partners in programming, collecting and decisions	Co-creation toolkit; community case studies
SOC-03	Diversity, equity & inclusion (DEI) [Social]	L1-L5 (EQF 3-8)	Embedding DEI principles in staffing, interpretation, representation, and public programs	DEI training module; institutional DEI self-assessment
SOC-04	Social impact assessment [Social]	L1-L5 (EQF 3-8)	Defining, collecting evidence and communicating the social outcomes and value of GLAM	Social impact indicators; evaluation templates
SOC-05	Safeguarding & ethical participation [Social]	L1-L5 (EQF 3-8)	Protecting the dignity, rights, and safety of community participants and vulnerable groups	Safeguarding checklists; ethical consent guidelines

Code	Competency Title & Domain	EQF Range	Main Application in GLAM Practice	Link to Training / Knowledge Box
SOC-06	Clear & accessible communication [Social]	L1-L5 (EQF 3-8)	Using plain language and multi-format channels to reach diverse audience profiles	Accessible communication guide; plain-language tools
SOC-07	Partnerships for social value [Social]	L1-L5 (EQF 3-8)	Cooperating with schools, NGOs, and public bodies to extend the social reach of the GLAM	Partnership planning template; stakeholder mapping
SOC-08	Feedback & complaint mechanisms [Social]	L1-L5 (EQF 3-8)	Establishing clear procedures for gathering, responding and learning from audience feedback	Feedback forms; complaint handling workflow
SOC-09	Staff wellbeing & fair working conditions [Social]	L1-L5 (EQF 3-8)	Supporting healthy, safe, safe workload, and fair conditions for employees and volunteers	Staff wellbeing checklist; reflection tools
GOV-01	Ethics & integrity in stewardship [Governance]	L1-L5 (EQF 3-8)	Applying ethical codes (ICOM, IFLA) in collection care, acquisitions, deaccession, and trust	Ethics module; stewardship case studies
GOV-02	Transparency & accountability [Governance]	L1-L5 (EQF 3-8)	Ensuring open and documented decision-making processes toward funders and communities	Accountability checklists; transparency templates
GOV-03	Risk management & internal controls [Governance]	L1-L5 (EQF 3-8)	Identifying and managing operational, ESG, financial, legal and reputational risks	ESG risk register template; internal control guide
GOV-	Integration of ESG into planning	L1-L5	Embedding ESG targets and resourcing into	ESG planning module; strategy integration

Code	Competency Title & Domain	EQF Range	Main Application in GLAM Practice	Link to Training / Knowledge Box
04	[Governance]	(EQF 3–8)	strategic plans, annual plans, and budgets	template
GOV–05	Stakeholder communication & reporting [Governance]	L1–L5 (EQF 3–8)	Communicating ESG metrics, actions, and results credibly to funders, boards, and publics	Sustainability reporting module; reporting templates
GOV–06	Data protection & privacy (GDPR) [Governance]	L1–L5 (EQF 3–8)	Ensuring compliant collection and use of visitor, user, staff, and contributor personal data	GDPR checklists; data protection scenario sheets
GOV–07	Data management for ESG purposes [Governance]	L1–L5 (EQF 3–8)	Structuring and maintaining records and evidence needed specifically for ESG monitoring	ESG data management guide; evidence collection guide
GOV–08	Governance of partners & suppliers [Governance]	L1–L5 (EQF 3–8)	Selecting and holding suppliers and value-chain partners accountable on ESG grounds	Supplier governance checklist; partner assessment

5 PRACTICAL IMPLEMENTATION & PROPORTIONAL ADAPTATION

5.1 Adapting the Framework to Institutional Size and Setting

One of the most significant barriers to sustainable reform in the cultural sector is the structural heterogeneity of GLAM institutions. In Europe, over 69.1% of galleries, libraries, archives, and museums operate with 50 or fewer employees, and many rely primarily on public funding or hybrid non-profit models. Expecting a small municipal library or local museum to implement 31 advanced competencies simultaneously would lead directly to administrative fatigue and superficial adoption. Conversely, large national museums or corporately affiliated galleries require advanced governance structures, detailed disclosure compliance, and value chain oversight.

Therefore, the ESG4GLAM Competency Framework adopts a principle of **proportionality**. It is designed as a modular standard that institutions can apply selectively based on their specific scale, professional capacity, and primary mission. Rather than treating the 31 competencies as a static list of obligations, institutions are encouraged to identify their 'highest-need' areas. A micro-institution can start with foundational ESG literacy and basic data collection, while a national museum will establish dedicated ESG reporting systems at levels L4 and L5, coordinating cross-departmental accountability.

5.2 Sectoral Priority Pathways

The needs analysis demonstrated that different GLAM sub-sectors have unique operational realities and baseline capacities. For instance, public libraries are naturally strong in social accessibility, whereas archives focus heavily on climate-controlled preservation and data protection. The following table maps how different institutional settings can prioritize the framework to achieve immediate, practical impact with minimal administrative burden:

Institutional Setting	Priority Competency Areas	Expected Practical Outputs
Museums	Preparedness for environmental emergencies (ENV-07), basic ESG data (CC-05), preventive conservation (ENV-04)	Emergency response plan; environmental indicator monitoring log; basic self-assessment checklists
Public Libraries	Inclusive access (SOC-01), community engagement (SOC-02), accessible communication (SOC-06), feedback mechanisms (SOC-08)	Accessibility audits; structured community consultation plan; standardized user feedback forms
Archives	Preventive conservation (ENV-04), energy management (ENV-02), GDPR compliance (GOV-06), ESG data management (GOV-07)	Low-energy climate storage guidelines; archive risk register; data security audit protocols
Galleries	Sustainable exhibition production (ENV-03), sustainable procurement (ENV-05), circular practices (ENV-06), supplier management (GOV-08)	Sustainable exhibition planning brief; reusable materials exchange system; supplier ESG evaluation forms
Large & National Institutions	Strategic ESG integration (GOV-04), stakeholder communication & reporting (GOV-05), staff	Comprehensive institutional ESG strategy; annual Sustainability Report; internal staff wellbeing policy



wellbeing (SOC-09), sector
leadership (L4-L5)

6 WAYS FORWARD & EDUCATIONAL DESIGN

6.1 Integrating the Framework into European VET and HEI

Curricula

The primary objective of the ESG4GLAM project is to translate academic and corporate sustainability knowledge into structured, credit-bearing training opportunities for the cultural job market. The Needs Analysis indicated that while many university degrees in cultural heritage, library science, and museum studies touch upon green issues, they do so implicitly and inconsistently. Graduates enter the workforce with a vague understanding of sustainability but no structured, assessable competencies in ESG.

This framework directly addresses this educational deficit by functioning as a blueprint for European Vocational Education and Training (VET) providers and Higher Education Institutions (HEIs). By aligning the 31 competencies with the EQF standard, academic coordinators can map existing modules against the framework's descriptors. This allows them to identify gaps, define explicit learning outcomes, and structure short-form vocational units and micro-credentials that can be easily integrated into continuous professional development (CPD) or university degrees.

6.2 Supporting Action-Oriented Learning Design

In line with the strong preferences expressed by practitioners in the focus groups, the training program designed from this framework (the 35-hour modular e-learning course on the Heritup Academy Platform) rejects purely theoretical instruction. Instead, it utilizes an action-oriented, project-based learning model. Learning units are built around concrete, practical tasks—such as drafting an environmental emergency plan (ENV-07), establishing an accessibility checklist (SOC-01), or developing a sustainable exhibition brief (ENV-03). Just as importantly, the open-access ESG Knowledge Box acts as a centralized repository where professionals can download, adapt, and immediately utilize practical checklists, risk registers, and templates under open licenses. This ensures that capacity-building translates directly into daily institutional operations, securing lasting impact beyond individual project cycles.

7 CONCLUSION & REFERENCE GLOSSARY

7.1 A Pathway for Long-Term Transformation

The ESG4GLAM Competency Framework represents more than a descriptive list of skills; it is a strategic pathway designed to shift the European cultural sector from project-based, fragmented sustainability initiatives toward structured, resourced, and transparent institutional practice. By placing the public-interest, public-value mission of cultural organizations at its center, the framework ensures that ESG principles reinforce, rather than distract from, the core responsibilities of cultural stewardship. As this standard is piloted across partner countries, validated by 100+ stakeholders, and adopted by VET networks, it will serve as the connective infrastructure that aligns galleries, libraries, archives, and museums with the forefront of Europe's ecological and social transition.

7.2 Reference Glossary of Key Framework Concepts

Key Term	Definition in the GLAM Context
GLAM Sector	Galleries, Libraries, Archives, and Museums—the four core sub-sectors addressed by the framework, sharing mission-driven, public-interest, and collections stewardship values.
Bizot Green Protocol	A set of sector-endorsed international guidelines promoting environmentally sustainable collections care, optimized lighting, and flexible climate control parameters during storage and loans.
Faro Convention	The Council of Europe Framework Convention on the Value of Cultural Heritage for Society, framing heritage as a shared public resource that requires participatory governance and community co-design.
Checkbox Approach	A superficial, compliance-driven mode of ESG engagement where institutions adopt sustainability language or isolated activities without substantive change to strategic decision-making.
Cross-Cutting ESG	The foundational, integrative layer of the framework (literacy, change

management, basic data use, digital sustainability) that enables effective environmental, social, and governance practices.

ESG Knowledge Box

An open-access digital repository of practical tools, checklists, risk registers, and sustainability report templates co-created under the ESG4GLAM project to support direct adoption.