

Cover Story

Ecological transition



The huge “building site” of eco-innovation

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Climate change, environmental degradation, pressure on natural resources: the ecological transformation of productive activity has become essential. Within the European Union, it has also become an obligation as a result of the commitments made within the framework of the "Fit for 55" plan aimed at reducing greenhouse gas emissions in 2030 to at least 55% of their 1990 level. It is therefore of no surprise that the environmental technologies sector is experiencing strong growth and that this trend can only be accentuated in the years to come. But what about Luxembourg? Is the country ready to seize this opportunity to become, as it aims, a territory for experimenting with ecological transition?

The answer can only be described as "mixed", like the mixed statistical panorama of environmental innovation in Luxembourg. According to the 2022 eco-innovation index published by the European Commission, Luxembourg is unquestionably the best student in this area. It occupies the top step of the podium, slightly ahead of Finland, Austria and Denmark. In reality, we cannot see the wood for the trees. Luxembourg's performance has actually tended to decline over time compared to the European Union as a whole. In addition, the country only shows results well above the European average in three dimensions of the circular economy. It tops the rankings for media coverage and academic publications related to eco-innovation, resource use efficiency measured in relation to GDP (Gross Domestic Product) and the number of jobs in eco-industry and the circular economy as a proportion of all jobs in the country.

For the rest, the statistics are rather mixed. While Luxembourg is generally well positioned on the more macroeconomic indicators, it is much less so for the more concrete indicators of eco-innovation. Despite a marked improvement, its eco-innovation activities are its Achilles heel and remain below the European average. The country is among those with the fewest patents related to environmental innovation and the fewest ISO

14001 certified organisations (standard which defines a series of requirements necessary for an environmental management system) per million inhabitants. Its public spending on research and development in the field of environment and energy is among the lowest. As for its societal behaviour, it is also below the European average. Clearly, Luxembourg can do better and must imperatively change its tune if it wants to become a leading country in environmental technologies.

Towards a national eco-innovation strategy?

However, a number of mechanisms have already been put in place to promote companies' development of eco-innovative projects. The main catalysts for eco-innovations include Neobuild, the technological innovation centre for sustainable construction in Luxembourg, as well as the clusters of the national innovation agency Luxinnovation, which include the Luxembourg CleanTech Cluster, the Luxembourg players in clean technologies (see the interview with Charles-Albert Florentin), and the Luxembourg Wood Cluster, which targets innovative products and processes in the wood industry.

The main concern is that eco-innovation is not coordinated within a national strategy

exclusively dedicated to the theme, but is, on the contrary, divided into two different types of strategy: research and innovation on the one hand and the environment generally on the other.

Launched in 2020, the national research and innovation strategy has defined four major priority areas of research that are of particular importance to the societal, ecological and economic development of the country: the transformation of industries and services; sustainable development and responsibility; personalised health; and education for the 21st century. In fact, this strategy is more devoted to research than to innovation. This can be seen from the financing agreements for a total of 1.7 billion euros signed with the University of Luxembourg; three research institutes: LIST (Luxembourg Institute of Science and Technology), LIH (Luxembourg Institute of Health) and LISER (Luxembourg Institute of Socio-Economic Research); and the National Research Fund (NRF) over the period 2022-2025.

Strategies for the environment have multiplied in recent years under the impetus of both the European Union and the Luxembourg government: the Integrated National Energy and Climate Plan (PNEC) for the period 2021-2030; the long-term national climate action plan "Towards climate neutrality by 2050"; Luxembourg's hydrogen strategy; the Ons Wirtschaft vu Muer (Our economy for tomorrow) roadmap for a competitive and sustainable economy by 2025; the Third National Plan for Sustainable Development;



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and the National Strategy for a Circular Economy. All of these strategies are rather ambitious but unfortunately, they provide little detail on the ways and means to achieve the stated objectives and are rather vague on the concrete achievements. As for environmental technologies, while most of them refer to them in one way or another, none of them are devoted in large part to them.

This lack of strong links between government strategies and businesses regarding environmental innovation is all the more regrettable as the budgets allocated to eco-innovation and dedicated strategies are increasing all over the world. According to the review "GreenTech made in Germany", published in 2021 by the German Federal Ministry for the Environment, the global turnover of the environmental technology sector could reach 9.38 trillion euros by 2030!

Multiple benefits for SMEs

Contrary to what one might think, this windfall represented by eco-innovation does not only concern large companies. SMEs also have every interest in investing in eco-innovation if they want to remain competitive in an increasingly competitive market. According to "The Business Case for

Eco-Innovation", published jointly by the United Nations Environment Programme and the European Commission which has been updated several times there are 5 factors that would motivate a company to eco-innovate.

The first incentive factor, and the most important in Luxembourg given the small size of its economy, is that eco-innovation allows access to completely new emerging markets. It can also be a differentiating factor in existing markets that are increasingly demanding eco-responsible solutions or imposing increasingly strict sustainable procurement policies.

Eco-innovation projects offer solutions - such as modifying construction processes to reduce environmental impacts or designing products that allow for easier repair and reuse of raw materials - that can increase profitability throughout the supply value chain.

Eco-innovating allows you to stay one step ahead of standards, regulations and clients' specifications. The eco-innovative company anticipates changes in regulatory requirements and environmental standards before others and may even, if it is a technological



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leader, influence politicians to adapt legislation in line with its best practices.

Companies that have demonstrated their ability to eco-innovate can attract investment, particularly from sustainable finance. Financial companies are increasingly interested in green investments and so listed companies' "Environmental, social and governance" (ESG) reports are increasingly sought by stock markets. Eco-innovation can also be partly financed by the public sector through various mechanisms.

"Eco-innovating allows us to stay one step ahead."

01. 02. Luxembourg is head of the class for, e.g. the number of jobs in eco-industries and the circular economy as a proportion of all jobs in the country.

03. 04. A number of systems have already been put in place to promote the development of eco-innovative projects within companies.



Anne-Marie Loesch
Head of Sustainability and Business Development – House of Sustainability

"Any company can improve its environmental impact."

The House of Sustainability was officially launched in April 2023. What is your mission?

We are the point of contact and the trusted partner for Luxembourg companies wishing to accelerate their sustainable transition. We support them in the implementation of the Luxembourg Sustainable Business Principles which aim to integrate the challenges and opportunities of sustainable development at the heart of their strategy more systematically. Based on their needs and level of maturity in terms of sustainability, we offer them, together with ecosystem players, tailor-made services around three areas: information and awareness, support and training, promotion and labelling.

You have just mentioned the Luxembourg Sustainable Business Principles. Can you briefly remind us of what they are?

These guiding principles of sustainable development are designed as a compass. They provide a holistic view of sustainable development at the company level and make it possible to anticipate future regulations, meet the expectations of stakeholders and seize the associated growth opportunities. They are structured around 4 pillars – Planet, People, Prosperity and Governance – and include ten key themes. If a company wants to start a sustainable development approach, the first thing it must do is take a tour of our compass available on our website (www.houseofsustainability.lu/comment-agir).

Why did you create the House of Sustainability? What is its purpose?

The House of Sustainability is an initiative founded and led by the Chamber of Commerce and the Chamber of Trades in partnership with the INDR (National Institute for Sustainable Development and Corporate Social Responsibility) and other professional federations. We are a coordination platform that wants to unite the key players in sustainable development around a common objective: to embark all companies, whatever their size, on the path to qualitative and inclusive growth and to make Luxembourg an attractive and inspiring country for sustainable development in the heart of Europe. In this regard, professional federations play an essential role, particularly in the Sustainability Services working group, because they serve as natural relays to companies in different sectors and help to identify needs on the ground.



Charles-Albert Florentin
Cluster Manager –
CleanTech (Luxinnovation)

"Eco-design will become the norm in the buildings of tomorrow."

The Luxembourg CleanTech Cluster has existed for fifteen years. Can you remind us of its objectives?

We have three lines of work. We provide our members – around 300 companies of all sizes and in different industries – with practical information on clean technologies. To promote synergies between public and private players, we organise or participate in workshops, round tables and conferences on current topics such as water, waste and energy optimisation. We are also involved with other partners in national projects to encourage Luxembourg companies to embark on new, more sustainable activities.

One of your major projects consists of setting up a reuse platform aimed at improving the value of products and materials, in particular those resulting from selective deconstruction. What do you mean by selective deconstruction?

In the future, construction techniques will facilitate the selective deconstruction of buildings. Thought out upstream, they will anticipate the life of the various building components so that they are more easily recyclable. There are currently two promising techniques to meet the challenges of sustainability and the circular economy in the construction sector: modularity and prefabrication. Prefabricated and modular elements make it easier to construct, deconstruct and renovate a building. Unlike traditional construction, it will now be possible to develop a building and give it another function at a lower cost. This avoids pure and simple demolition and optimises the carbon footprint.

What are the main obstacles for companies wanting to participate in the circular economy?

The main obstacle for me is of a legislative nature. A more incentivised regulatory framework is necessary. For example, imposing a certain percentage of recycled concrete in the construction of new buildings, as is the case in Switzerland, in Zurich, could contribute to the development of a new industry. The potential in this respect is enormous. We will soon be launching, with the support of the Ministry of Energy and Regional Planning, a study which will determine what would be the quantity of aggregates resulting from demolition in Luxembourg by 2050 – we are talking about several hundred million tons! – and what will be the quality suitable for recycling.



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Finally, investing in eco-innovation increases productivity and technical skills. A company that positions itself as a leader in areas such as employee well-being, environmental performance and social responsibility is more likely to attract and retain a skilled and motivated workforce and thus improves productivity and the quality of its products. In addition, the learning and creation process linked to eco-innovation will lead to improved technical capacity in key skills and a stronger skills base within the company.

The maze of financial aid

That SMEs have become increasingly aware that eco-innovation can improve their competitiveness is a big step forward, but they

05. 06. 07. Four main priority areas of research that are of particular importance for the societal, ecological and economic development of the country: the transformation of industries and services, sustainable and responsible development, personalised health, and education for the 21st century.



still need to have the financial means! While the majority of large companies have sufficient cash to invest in eco-innovation projects internally or to finance the projects of other companies, mainly start-ups, this is unfortunately not the case for smaller companies. Most of the time, financial resources are insufficient, and borrowing is limited and difficult. Quite often, eco-innovative projects take time to be profitable and involve a significant amount of risk: two factors that are enough to scare off banks.

There are certainly European funds such as the Horizon Europe program, the European Union Innovation Fund or the private venture capital European Circular Economy Fund, but the procedures are complex, take a lot of time and sometimes require involvement of a dedicated person or an external consultant to monitor the progress of the case. It is therefore not surprising that few Luxembourg companies, particularly SMEs, are able to engage in this type of process.

As for national financial aid specifically geared towards sustainability, there are three main ones. The first concerns investment aid for environmental protection.

Regardless of their size and sector, companies that make investments in environmental technologies that reduce the impact of their activities on the environment can benefit from aid granted in the form of capital subsidies. The amount of this financial aid can vary from 10% to 100% of the investment, depending on the type of project financed (exceeding community standards, energy produced from renewable sources, recycling and reuse of waste, etc.) and the type of applicant company. However, even if this financial aid is more generous for small businesses, the eligible costs can sometimes be difficult to understand. This is why before embarking on a financial adventure, companies are advised to contact Luxinnovation to find out about the procedures to follow (aides@luxinnovation.lu) and to check their eligibility through the Fit4Sustainability program. Thanks to this programme piloted by Luxinnovation, companies benefit from an in-depth study of their environmental impacts, an action plan with recommendations on investments and improvements with cost estimates and advice to help implement the recommendations. This environmental study is co-financed by the State up to a maximum of 70% for

small businesses, a maximum of 60% for medium-sized businesses and a maximum of 50% for large businesses.

The second national financial component is the SME Packages – Sustainability program.

“The SME Packages – Sustainability programme, in addition to providing support, grants a flat-rate subsidy to SMEs in all sectors making up the Luxembourg economic fabric”



EcoTransFaire, a facilitator of local and sustainable solutions

Recognised since the beginning of 2020 as a private sector research organisation by the Ministry of the Economy, EcoTransFaire specialises in innovative territorial projects for virtuous, local and regional development. Its team supports cities, public authorities and companies to solve societal, economic and environmental challenges in their development and change of scale. EcoTransFaire is involved in many projects in Luxembourg and in the Greater Region. In particular, it participated in the creation of the multi-use space of Matgesfeld in Sanem from recycled construction site bungalows. These were linked together and insulated with eco-materials: straw and clay for the exterior walls and wood for the interior of the containers.



Baliston: smart shoes for life

Born in Nancy and based in California and Luxembourg, the start-up Baliston has just placed 5,000 pairs of its high-tech shoes on the market. This unisex product, in 5 colours and fully recyclable, is available directly from the manufacturer and is unique in more ways than one. Besides the fact that it was designed by the famous Philippe Starck, it is made of only five biobased materials (castor thread, organic cotton, recycled plastic, sugar cane plastic and a non-rubber non-slip tread) and is equipped with sensor technology that analyses how the user moves. From this data, the shoe provides recommendations to reduce fatigue, back pain and risk of injury and monitors its own deterioration to allow for replacement at the right time!



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In addition to support, it grants a flat-rate subsidy of 5,000 euros for any investment between 6,650 euros excluding VAT and 25,000 euros excluding VAT and granted by SMEs in all sectors making up the Luxembourg economic fabric (Horeca, Commerce, Industry, Crafts, etc.). To be eligible, the investment must relate to a concrete project with a positive impact on the following areas: reduction of energy or water consumption, waste management or reduction of the carbon footprint. The company must also have contacted the Chamber of Commerce or the Chamber of Trades in advance, to obtain support in all the different phases of the project: pre-analysis of the current situation; definition of the package and choice of service provider, introduction and validation of the aid request; and implementation of the package and its evaluation.

Since August 2023, a new temporary aid scheme to encourage companies to improve their environmental impact has been put in place by the Department for the Middle Classes at the Ministry of the Economy and the National Credit and Investment Company

(SNCI). The SME Sustainability Packages aid scheme has been extended and can be combined with an SNCI recovery loan. Any company that invests in tangible assets aimed at improving its environmental impact (increase in energy efficiency, production of energy from renewable sources, reduction in water consumption and pollution, recycling and reuse of waste) is eligible for a subsidy from the Ministry of up to 100,000 euros and a recovery loan from the SNCI of up to 250,000 euros. The substantial improvement in the company's environmental impact must have been assessed by an independent approved expert in the field. The newly created House of Sustainability helps companies active in all non-craft sectors to choose this expert and accompanies them to facilitate access to this temporary aid which will be valid until the end of 2024.

Access to information more complex than it seems

Companies' ability to eco-innovate also depends on their knowledge of the latest



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environmental technologies. However, this technological watch concerns many areas: from the latest innovations with sustainable composite materials to new energy reduction techniques, including energy storage and intelligent management of waste. It is therefore very difficult for companies, in particular industrial SMEs - which may not have a dedicated innovation department or who are the role representative of their business sector in Luxembourg - to

“Becoming a truly eco-innovative company is often a long and mobilising process.”

08. Budgets allocated to eco-innovation and strategies dedicated to it are increasing all over the world.

09. 10. 11. Eco-innovating can be a differentiating factor in existing markets that are increasingly demanding eco-responsible solutions or imposing increasingly strict sustainable procurement policies. In addition eco-innovation allows access to completely new emerging markets.



Filip Westerlund
CEO, OUR CHOICE

“Circular fashion is a sustainable choice for the planet.”

Can you briefly describe your company?

Our company is the first in Luxembourg to embrace circular fashion. We produce and sell sneakers - as well as card holders - that are plastic free and made exclusively from sustainable, high-quality raw materials. We only use calf leather, natural rubber, coconut fibres and organic cotton for our sneakers. Our products are built to last, easy to maintain and repair and fully recyclable. We offer a re-soling service so that our customers can keep their sneakers for as long as possible, or even - why not? - for life. The original sole is removed, replaced with a new one and sent for recycling. Nothing is lost and everything is reused. What's more, to keep our stocks to a minimum, we only produce what customers order online, and the options are limited: four different versions for the sneakers and five for the card holders.

You say that your business model can be summed up in three words: transparency, choice and community. What do you mean by that?

For me, transparency is an essential element. Our products have a QR code that indicates their exact composition, and all our suppliers have ISO 14001 (environmental management) certification for the leather, rubber and cotton they produce. This transparency means that when our customers buy our products, they know that they have chosen truly sustainable fashion that limits their carbon footprint as much as possible.

As for the community aspect, I think it's the cornerstone of any behaviour change. If we want more people to adopt a more circular way of consuming, it is not enough to highlight the financial benefits of doing so in the long term. We also need to develop a group dynamic around this concept of sustainable consumption. Thanks to the crowdfunding campaign we launched in 2020, we were able to create a community around our products in Luxembourg and the Greater Region. We are actively expanding this network of supporters and backers. We are very active on social networks and are constantly looking for new sustainable partners to join forces with us and enable us to expand our product range.



Philippe Genot
Chief Innovation Officer,
Schroeder & Associés

“We want to germinate innovative and eco-responsible ideas.”

In July 2023, you were appointed innovation manager within the consulting engineering firm Schroeder & Associés. What is your new mission?

Innovation has always been present in our office – it is in our DNA – but it was not built into our management system. My role as a manager is twofold. On the one hand, I define with the management the objectives, key performance indicators and strategy. On the other hand, I set up a process to germinate ideas internally and help them mature into innovative projects. To do this, I am supported by Véronique Faber, who takes care of the CSR/QSE component, and by three coaches. They support project leaders in the development of their ideas through to concrete innovation.

How does this support take place?

Coaches challenge project leaders, assess the feasibility of their ideas, analyse threats and opportunities... The idea is also to confront the market until they develop a business model that holds up, offers a new response to the needs of our customers and/or brings a plus to our services. The goal is to achieve a project representing real added value for our office and our stakeholders and in line with our Schroeder 2030 strategy, which aims to amplify our commitment as a socially responsible company for a sustainable world. In short, we want to bring out new ideas that are both profitable and have a real impact on the development of the country, the well-being of its population and regional planning in the broad sense.

How do you encourage your colleagues to send you their ideas?

This new internal process is added to decisions to give birth to concepts and encourage cross-functionality within the office and its various trades and specialties. We organise an event twice a year directly linked to our 2030 strategy. A Sustainability Camp took place in March with the collaboration of the House of Start-ups. For two days, ten multidisciplinary teams each imagined a directly applicable project for the office responding to major issues such as decarbonisation, the circular economy or natural habitats. The ideas developed clearly exceeded our expectations! And we have good reason to believe that the same will be true with the next event in autumn dedicated to artificial intelligence.



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keep abreast of the latest advances in environmental technologies and to target those which represent an opportunity for their business and anticipate major trends. This difficulty in accessing technological knowledge is compounded by other issues such as those relating to new environmental policies and requirements, to the many strategies put in place by the government and changes to the Luxembourg ecosystem. Companies are not structured to seek information and it is therefore difficult for them to have a clear roadmap, especially if they are new to eco-innovation.

To remedy these difficulties, several initiatives have already been taken. As part of its 2022-2025 strategy, Luxinnovation has put an online Knowledge Centre on its Internet platform. Observation reports, monitoring

12. 13. 14. Eco-innovation projects offer solutions - such as modifying construction processes to reduce environmental impacts or designing products that allow easier repair and reuse of raw materials.



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of technological trends and sectoral maps are made available to companies, which can thus make the right decisions based on analysis and in-depth knowledge. Thus, the interactive mapping of sustainability facilitators, developed by the Market Intelligence department of Luxinnovation, allows companies to get in touch with suppliers of technological solutions, products or services as well as with consultants, certification bodies, investors, institutional bodies or even research and test centres.

In partnership with the Ministry of the Environment, Climate and Sustainable Development (MECDD) and the Administration of the Environment (AEV), LIST runs the *Betribler & Umwelt* platform, which aims to raise awareness and proactively inform companies about regulatory or environmental issues. It regularly organises conferences and events on recent developments in this area, provides tools and guides for certain topics and offers a quarterly newsletter containing the latest news.

In the same vein, we can also cite the Energy Helpline to support companies in procedures related to energy savings and related public aid; the CSR Starter Kit programme for companies wishing to initiate a CSR process and above all the House of Sustainability. Created jointly by the Chamber of Commerce and the Chamber of Trades, its purpose is to



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raise awareness and mobilise Luxembourg companies around the key challenges and opportunities of sustainable development. Through a unifying approach with the partners of the ecosystem, it proposes and coordinates a consolidated service offer in order to guide each company according to its needs (see the interview with Anne-Marie Loesch).

A culture of eco-innovation is often absent

The human aspect is not to be neglected either, because it can also be the source of blockages. Eco-innovation cannot develop within companies if it is not integrated into their culture. For companies to successfully embark on eco-innovative projects, all employees need to be involved and engaged in the process. This is not easy for all companies. Often, the existing corporate culture may not create favourable conditions for eco-innovative projects. In this case, profound organisational, communication and/or governance changes are required, but may

"Companies' ability to eco-innovate also depends on their knowledge of the latest environmental technologies."

encounter resistance to change or cultural barriers. If, for example, a company with a strong vertical hierarchy does not flatten its structure a little, it will have a very difficult time allowing everyone to express their ideas and thoughts on an eco-innovative project. This structural problem is often compounded by the myth of environmental innovation based on disruptive technological advances that are difficult for SMEs to access, as well as the fear of making mistakes or doing the wrong thing.

If a participative spirit within the company is an essential component in developing a culture of eco-innovation, the company must also open up to the outside to bring in more creativity, agility and speed. This is the principle of open innovation, which is based on the sharing of ideas and knowledge and collaboration with actors outside the company to identify new technologies and develop new products or services. Created in 2016, the Luxembourg Open Innovation Club (LOIC), which is an integral part of the House of Startups, has the specific mission



Circular by Design Challenge: a boost to creativity

Launched in 2020 by Luxinnovation with the support of the Ministry of the Economy, the Circular by Design Challenge aims to enable the development of new design solutions and innovative business models in accordance with the principles of the circular economy. Each year, start-ups and companies are invited to submit their sustainable solutions to different challenges. The selected candidates follow an intensive 12-week coaching in order to transform their project into concrete economic reality. At the end of this coaching, the winners for each challenge are awarded a prize of 8,000 euros. In 2023, the winners were Åerd Lab (Multifunctional street furniture), Luloop (Sustainable commercial events, see Start-ups by Silicon Luxembourg section), Carrerouge (Luxembourg Collection), Amsol (Development cooperation) and Metricsat (Jury's favourite).



Terra Matters: fostering the circular transition through data

Created in December 2022, Terra Matters is an economic interest group (GIE) bringing together the Ministry of the Economy and the Chamber of Commerce. Its purpose is to promote the circular transition of companies by ensuring the development and promotion of the Product Circular Data Sheet (PCDS). This initiative was launched in 2019 by the Ministry of the Economy as a flagship example of the Luxembourg Data-Driven Innovation Strategy aimed at supporting the circular economy through the use of big data solutions. The PCDS is a data model with standardised and reliable statements about the circularity characteristics of products, regardless of their position in the value chain. Eventually, the GIE wants to make it a recognised international standard (ISO).



of introducing the practice of open innovation into corporate strategy. Thanks to its integration into the local ecosystem and that of the Greater Region, it allows companies to find the right partners and the right relationships to meet their needs. In addition to reflection and discussion workshops and events on themes chosen each year by the members, it also organises tailor-made meetings between companies and start-ups selected on the basis of the company's specifications. Through these meetings, club members have developed innovative and lasting partnerships. For example, the start-up Tryolabs, one of whose offices is located in Luxembourg, has deployed for the Société Nationale des Chemins de Fer Luxembourgeois - CFL a predictive model of the occupancy rate of two of its car parks in order to facilitate parking for commuters.

Apart from this last initiative, programmes encouraging and strengthening the emergence of a culture of innovation within

companies are practically non-existent in Luxembourg. However, there is urgency: few companies have environmental innovation in their DNA. Based on this observation, the competitiveness workshop, led by the Chamber of Commerce in collaboration with all the stakeholders, issued, in its final dossier on eco-innovation published in 2022, two concrete proposals. The first consists of creating "bootcamps" bringing together engineers from large companies, SMEs and young innovative companies for a weekend or a week on a specific theme. These bootcamps would aim to promote exchange and learning between peers and would complement, over a longer period of time and by bringing together more employees, the important work carried out by the House of Startups and Luxinnovation to forge links between industrial companies and young innovative companies. The second proposal, based on the model set up by the German Agency for the Promotion of Disruptive Innovations (Bundesagentur für



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Sprunginnovationen), would aim to provide companies with experienced innovation managers to meet their specific needs and to remove the obstacles linked to the absence of an internal eco-innovative culture.

A gap between wanting and being able

In summary, the growth of the eco-innovations sector is a unique opportunity for Luxembourg, but much remains to be done for this opportunity to become a concrete reality. Even if initiatives and achievements have increased in recent years, the work is still vast and human blockages remain significant. Entrepreneurial mindsets are still struggling to evolve. Becoming a truly eco-innovative company is often a long and mobilising process. Showing a desire to create or strengthen a culture of eco-innovation is not enough, the means implemented in the field must follow suit. However, in many cases, there is a gap between

wanting and being able. A gap that it is important to fill with more support and more incentives. —

"The growth of the eco-innovations sector is a unique opportunity for Luxembourg."

15. 16. The SME Sustainability Packages aid scheme has been expanded and can be combined with the SNCI recovery loan for any company investing to improve its environmental impact.