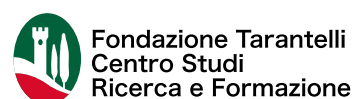




# TAKING STEPS TOWARDS A JUST TRANSITION AT COMPANY/SECTORAL LEVEL THROUGH SOCIAL DIALOGUE

TOOLKIT



Co-funded by  
the European Union

# Just transition: supporting trade unions in taking steps towards a sustainable future at company/sectoral level through social dialogue

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Applicant organisation: Confederazione Italiana  
Sindacati Lavoratori, CISL (Italia)

Project coordinator: Francesco Lauria

Responsible for project activities coordination:  
Ilaria Carlino

Co-Applicants: ACV-CSC (Belgium), CFDT (France),  
Podkrepa (Bulgaria), Vorming en Actie vzw (Belgium).

Affiliated Entities: Vlaams ABVV (Belgium),  
FIRST CISL (Italy), Fondazione Ezio Tarantelli  
Centro Studi Ricerche e Formazione (Italy).

Associate Organisations: European Trade Union  
Confederation, FIM CISL (Italy), FISAC CGIL (Italy),  
FLAEI CISL (Italy).

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Graphic design by: Gianluca Soddu – gi.soddu@gmail.com

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Contributions to the Toolkit:

- CISL: Ilaria Carlino, Cosmo Colonna, Francesco Lauria, Marcello Poli, Vilma RInolfi.
- ACV-CSC: Phanny Moray, Katleen Parijs, Fien Vandamme.
- CFDT: Kristian Bongelli, Anne Juliette Lecourt, Laure Pellettier
- Vorming en Actie vzw: Annick Clauwaert, Joris van Eekert
- Podkrepa: Emil Antonov, Veselina Starcheva
- FIRST CISL: Domenico Iodice, Paola Vinciguerra
- Fondazione Ezio Tarantelli Centro Studi Ricerche e Formazione: Emanuele Nebbia Colomba, Sara Prosdocimi
- Vlaams ABVV: David Weinberger
- FIM CISL: Antonello Gisotti
- FISAC CGIL: Alessandra Cialdoni, Anna Maria Romano
- FLAEI CISL: Luigi Sedran

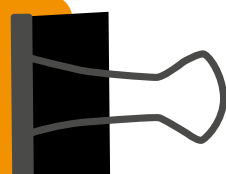


## Contact details to obtain additional information\*:

Counsellors' contacts:

Your organisation national/territorial bodies or institutions:

*\* This section is to be developed  
with Country/Region  
specific Information.*



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# Preface

**Sustainable development** is only possible with the active engagement of the world of work. Governments, employers and workers are not passive bystanders, but rather agents of change, who are able to develop new ways of working that safeguard the environment for present and future generations, eradicate poverty and promote social justice by fostering **sustainable enterprises** and creating **decent work** for all.<sup>1</sup>

1. ILO, Resolution concerning sustainable development, decent work and green jobs, 2013

*This toolkit has been developed within the framework and as a deliverable of the Project VS/2021/0055 **Just transition** supporting trade unions in taking steps towards a sustainable future at company/sectoral level through **social dialogue**.*

The project aims to help trade unionists make the most of the opportunities the European Green Deal and the recovery after the Covid-19 pandemic could bring, and promote a sustainable future with high employment levels, by formulating and supporting proposals in line with the philosophy of just transition.

The Toolkit is available in national versions for the 4 project partners' countries (Italy, Belgium, Bulgaria, France). Each toolkit presents common contents related to the European Framework and specific information on the context of each respective country. The English version presents just the common contents related to the European Framework and some suggestions on how to compile the national parts according to what was done for the national toolkits.

Together with the Toolkit, the project foresees the establishment of a **help desk on Just Transition** at national level, which can provide assistance for trade union representatives in companies and territories. They can ask Counsellors, who have been trained ad hoc within the Project, for information and advice on how to implement actions towards Just Transition. Counsellors' contact details are included in the back cover.



## 1 Goals

The toolkit provides trade union representatives with information, consultation and participation procedures at the workplace so they can adopt a proactive role in the management of a just transition: to take steps towards a **carbon neutral** and circular future for their production plants or production areas while safeguarding employment and **decent work** at company and sectoral level through **social dialogue**.

## 2 Target

The toolkit is primarily conceived for **trade union representatives**.

The objectives stems from a need for greater awareness among workers and their representatives in order to propose and stimulate proactive management of the future in the

companies or production areas where they work and act.



## 3 Scope

The toolkit:

- provides **information, tools and indicators**, to raise trade unionists' awareness and encourage proactiveness,
- emphasises the **democratic involvement** of trade unionists' in transition-related processes and the importance of **social dialogue**.

The concept of just transition involves the transformation to an economy where the 3P's from classical **sustainability** models (people – planet – profit) are balanced. This toolkit provides tools to introduce ecological concerns (planet) into day-to-day union work and also includes some instruments to analyse the socio-economic context (people-profit).

## 4 Structure

The toolkit is composed of:

- an introductory section which provides **information** on the concept of Just Transition, the policies, the current situation, financial resources, information and consultation rights and training opportunities and funding regarding just transition. This section includes boxes for in-depth information
- good practices of just transition from each project partner country;
- **tools of analysis for independent use** of trade union representatives, to help them reflect on the situation at their company and/or local level, in relation to just transition, to define critical aspects and opportunities, and to stimulate collective and/or individual action. The aim of the tools is to focus on:
  - the company situation,
  - the relations with the workers they represent,
  - the relations with the territory.
- suggestions for **possible actions**
- a **glossary** with Just Transition key concepts.

Within the text, terms in the glossary are indicated as in the example in brackets (example: **glossary**).

Concepts linked to pages outside the document are indicated as in the example in brackets (example : **->LINK**).



# Just Transition: key facts and figures

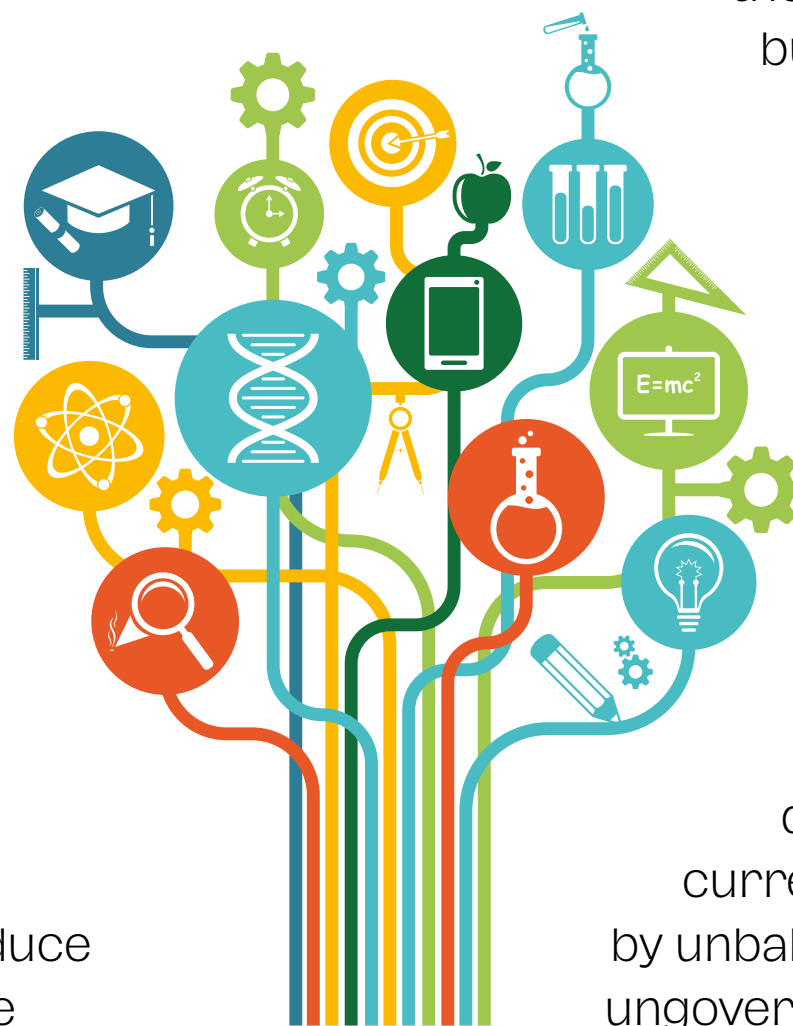
## What is Just Transition?

To curb **global warming**, the economy will have to change a lot in the coming years. The goal of the European Green Deal is to make the European economy **carbon neutral** by 2050. The term just transition refers to the path we must follow to make this transformation. The core principle of just transition is the idea that a **sustainable economy** not only has to be green, but it also needs to be socially fair. Just transition is originally a trade union concept that is included in the Paris climate agreements (2015) and the European Green Deal. In a just transition, a strong social policy and climate ambition go hand in hand to make sure no one gets left behind. The aim of Just Transition is to reduce **emissions** and increase resource

productivity while maintaining and improving employment, maximising positive effects for workers and the communities in which the company operates, and facilitating corporate action to optimise opportunities for the development of the low-carbon business.

According to the European Trade Union Institute (ETUI) “just transition” has become the central concept of the strategy towards a “**zero-carbon economy**”.

We know that the transition towards greater sustainability is indispensable. As unions, we must ensure that this transition does not further exacerbate current inequalities, already amplified by unbalanced capitalist development and ungoverned globalisation.



A path that probably helps the social sustainability of Just Transition processes is the one envisaged by the ILO (International Labour Organization), which in its 2015 Guidelines defines 5 pillars:

1. participation and dialogue at all levels;
2. investment in job creation and transformation through low-carbon policies and investment in infrastructure;
3. active labour policies and training programmes for new skills to accompany workers in the transition;
4. respect for trade unions and human rights: no job can be green if it is not decent;
5. a network of social shock absorbers for workers that are negatively affected by the transition.

The ITUC (International Trade Union Confederation) also released a publication in 2017 with some practical suggestions for the right transition, including:

- investing in jobs: decent job opportunities in sectors that reduce emissions and help communities **adapt to climate change**;
- respecting the contribution that fossil workers have made to today's prosperity and providing them with income support, retraining and redistribution opportunities, as well as secure pensions for older workers;
- investing in community renewal to promote

hope and confidence in regions and municipalities at the forefront of **energy transition**, industrial transformation or which are affected by climate impacts;

- support **innovation and technology sharing** to enable rapid transformation of energy and business production;
- promote **social dialogue** with all **stakeholders** and use collective bargaining with workers and their trade unions for workplace change, productivity enhancement and skills development.

The Doughnut model of British economist Kate Raworth paints a picture of how a sustainable economy should look after a just transition. A sustainable economy takes two boundaries into account: the social foundation and the ecological ceiling. In a sustainable economy, there is no place for **social dumping** practices and the wellbeing of the planet is respected. Just transition is the fight for a socially and ecologically sustainable society<sup>2</sup>.

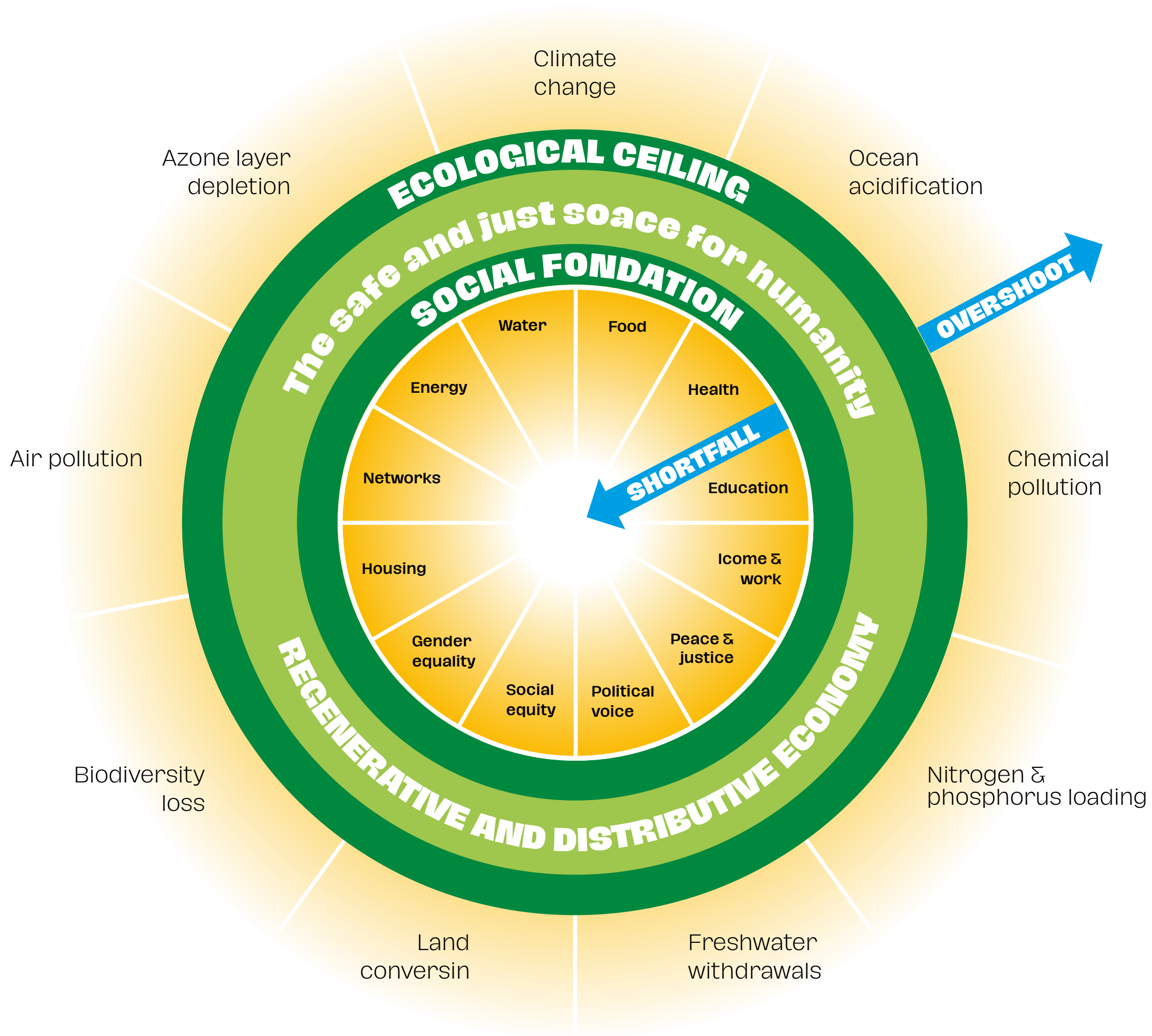
**Trade unions have an important role to play in the struggle for a just transition, of course, we should keep guarding the social rights of workers. The social foundation is our classical area of action. On top of that, we should also help guard the ecological ceiling as failing to do so will jeopardize our future. The climate transition will go step by step, like every major societal change.**

2. For further reading: Raworth K. (2017), "Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist", Random House





# Doughnut model



Doughnuteconomics.org

To ensure a just transition each step will need to be:

### **Ambitious**

*No jobs on a dead planet.*

A liveable climate is a necessary condition to ensure a thriving economy with good jobs. Each step should therefore be ambitious enough to meet the Paris climate goals.

### **Socially just**

*Leave no one behind.*

No step towards a green economy should be a step back for workers. Green jobs need to be good jobs

and extra social measures should be taken where needed to make sure no one gets left behind.

### **Democratic**

*Nothing about us without us.*

Workers and unions should be consulted and included at every step along the way to a green transition in the world of work at every level (company, sector, region, ...)

**This toolkit aims to give trade unionists a set of concrete tools to help them take steps towards a green economy in their company, sector or region.**





## JUST TRANSITION OPPORTUNITIES AND CHALLENGES

In the transition to environmentally sustainable economies and societies, the world of work can benefit from some **major opportunities**, for example:

- (a) net gains in total employment from realizing the potential to create significant numbers of additional decent jobs through investments into environmentally sustainable production and consumption and management of natural resources;
- (b) improvements in job quality and incomes on a large scale from more productive processes, as well as greener products and services in sectors like agriculture, construction, **recycling** and tourism;
- (c) social inclusion through improved access to affordable, environmentally sustainable energy and payments for environmental services, for instance, which are of particular relevance to women and residents in rural areas;

and faces some **major challenges**, for example:

- (d) economic restructuring, resulting in the displacement of workers and possible job losses and job creation attributable to the greening of enterprises and workplaces;
- (e) the need for enterprises, workplaces and communities to **adapt to climate change** to avoid loss of assets and livelihoods and involuntary migration;
- (f) adverse effects on the incomes of poor households from higher energy and commodity prices.

**Given the scale and urgency of these environmental and employment challenges, it is clear that the world will have neither the resources nor the time to tackle them separately or consecutively. Tackling them jointly is not an option, but a necessity.**

✓ Source: **Guidelines for a just transition towards environmentally sustainable economies and societies for all (ILO, 2015)**



# The European Union and the Just Transition

**A** long list of negotiations on climate have taken place since the last century at both European Union and United Nations' levels → **interactive timeline**.

Of utmost importance within this trajectory is the adoption of the → **17 Sustainable Development Goals** by the UN in 2015: a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

On December 12th of the same year, 196 Parties at **COP 21** in Paris adopted the so-called → **Paris**

**Agreement**: a landmark in the multilateral **climate change** process. In fact, for the first time, a binding agreement brings all nations into a common cause to undertake ambitious efforts to tackle **climate change** and adapt to its effects. Its goal is to limit **global warming** to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels.

To achieve this long-term temperature goal, countries aim to reach global peaking of **greenhouse gas** emissions as soon as possible to achieve a **climate neutral** world by mid-century.



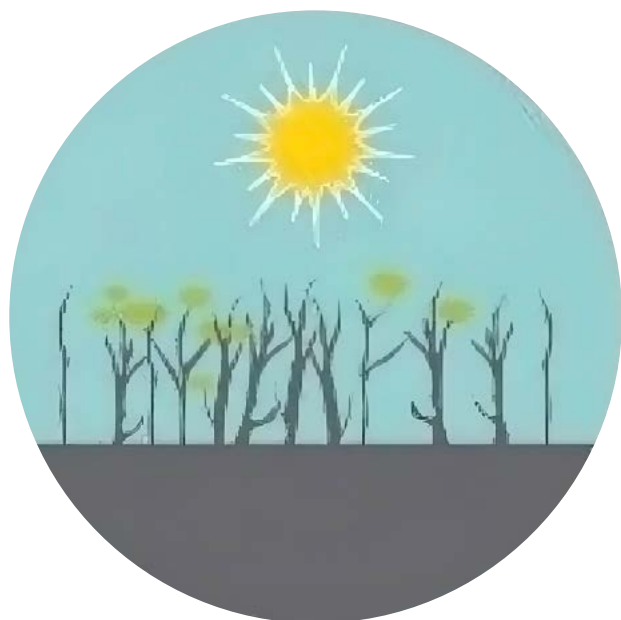




# The Paris climate agreement: key points

## Temperatures

**2100**



- ✓ Keep warming “well below 2 degrees Celsius”.
- ✓ Continue efforts to limit the rise in temperatures to 1.5 degrees Celsius”

## Financing

**2020-2025**



- ✓ Rich countries must provide 100 billion dollars from 2020, as a “floor”
- ✓ Amount to be updated by 2025

## Specialisation



- ✓ Developed countries must continue to “take the lead” in the reduction of greenhouse gases
- ✓ Developing nations are encouraged to “enhance their efforts” and move over time to cuts

## Emissions goals

**2050**



- ✓ Aim for greenhouse gases emissions to peak “as soon as possible”
- ✓ From 2050: rapid reductions to achieve a balance between emissions from human activity and the amount that can be captured by “sinks”

## Burden sharing



- ✓ Developed countries must provide financial resources to help developing countries
- ✓ Other countries are invited to provide support on a voluntary basis

## Review mechanism

**2025**



- ✓ A review every five years. First mandatory world review: 2025
- ✓ Each review will show an improvement compared with the previous period

## Climate-related losses



- ✓ Vulnerable countries have won recognition of the need for “averting, minimising and addressing” losses suffered due to climate change



**R**ecently, the European Union's commitment to support the global climate and energy transformation was outlined in the → **EU Green Deal** (11 December 2019), in which the European strategy to transform the Union into a modern, resource-efficient and competitive economy is

clearly explained.

The European Green Deal is about **improving the well-being of people**. Making Europe climate-neutral and protecting our natural habitat will be good for people, planet and economy. No one will be left behind.

## The EU will:



✓ Become climate-neutral by 2050



✓ Protect human life, animals and plants, by cutting pollution



✓ Help companies become world leaders in clean products and technologies



✓ Help ensure a just and inclusive transition

✓ Source: **Factsheet: What is the European Green Deal?**  
→ [https://ec.europa.eu/commission/presscorner/detail/en/fs\\_19\\_6714](https://ec.europa.eu/commission/presscorner/detail/en/fs_19_6714)



**A** 27 EU Member States committed to turning the EU into the first **climate neutral** continent by 2050. And to get there, they committed to reducing emissions by at least 55%

by 2030, compared to 1990 levels. These are legal obligations laid down in the first **European Climate Law**. This creates new opportunities for innovation, investment and jobs.

### Pricing

- Stronger Emissions Trading System including in aviation
- Extending Emissions Trading to maritime, road transport, and buildings
- Updated Energy taxation Directive
- New Carbon Border Adjustment Mechanism

### Targets

- Updated Effort Sharing Regulation
- Updated Land Use Land Use Change and Forestry Regulation
- Updated Renewable Energy Directive
- Updated Energy Efficiency Directive

### Rules

- Stricter CO<sub>2</sub> performance for cars & vans
- New infrastructure for alternative fuels
- ReFuelEU: More sustainable aviation fuels
- FuelEU: Cleaner maritime fuels

### Support measures

- Using revenues and regulations to promote innovation, build solidarity and mitigate impacts for the vulnerable, notably through the new **Social Climate Fund and enhanced Modernisation and Innovation Funds**.

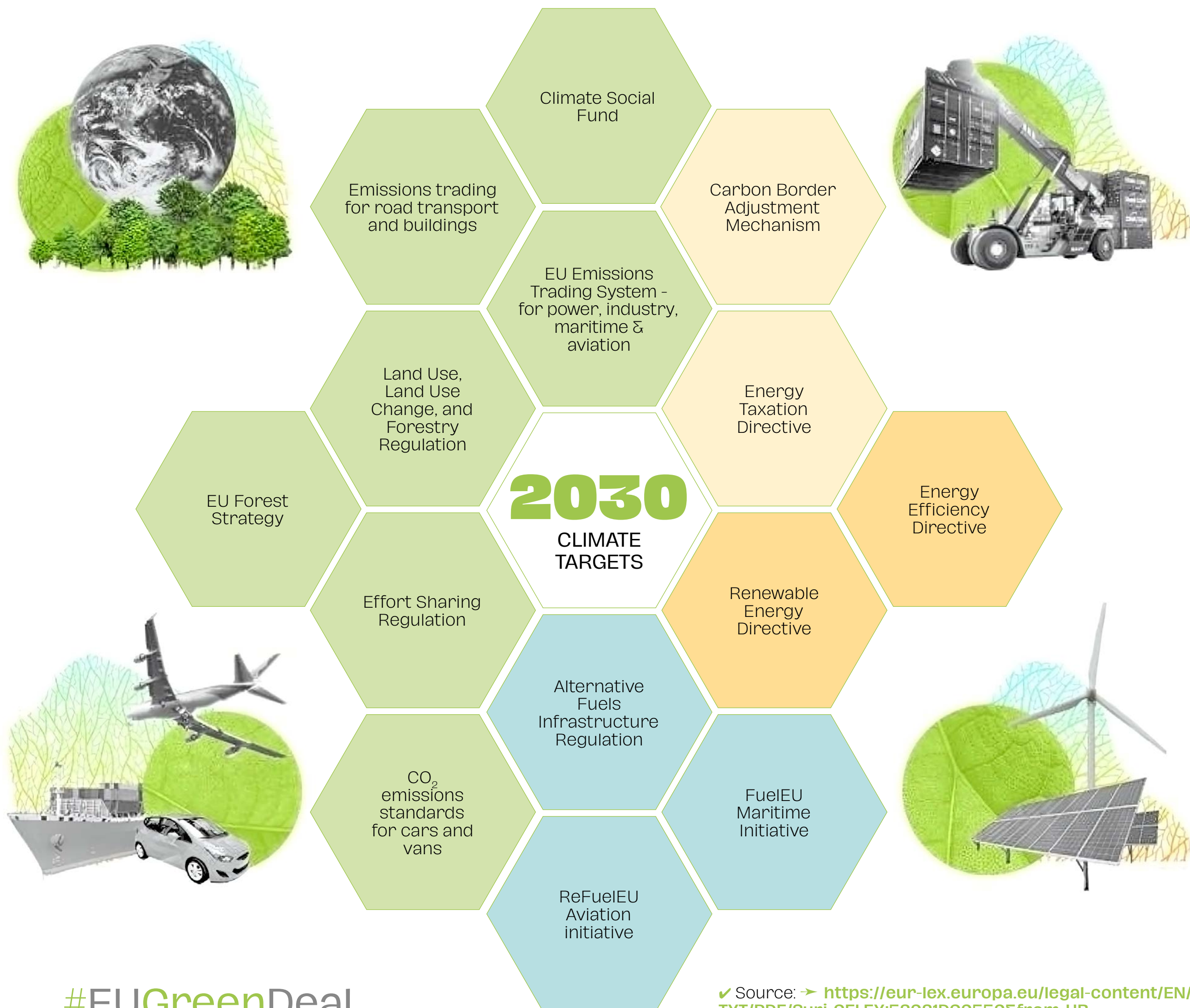
### Timeline - European Green Deal and Fit for 55

➔ (<https://www.consilium.europa.eu/it/policies/green-deal/timeline-european-green-deal-and-fit-for-55/>)





# Reaching our 2030 climate targets



#EUGreenDeal

✓ Source: → <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52021DC0550&from=HR>



# Current situation in the Country\*

In order to better understand the situation in the Country with regard to the ecological transition and to the targets set at European level, it is necessary to monitor the development of a number of dimensions, such as:

## Environmental factors:

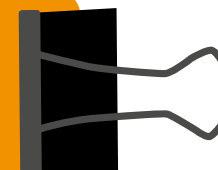
air, land, forests, fresh water, terrestrial ecosystems, marine ecosystems, climate, **biodiversity**.

## Human factors:

energy, agriculture, transport, industry, waste, migration, inequalities, health, food, policies, **circular economy**, finance and credit, education, trade and markets, consumption.



*\* This section is to be developed with Country/Region specific Information.*



### For an overview of the development of these factors, there are some useful references:

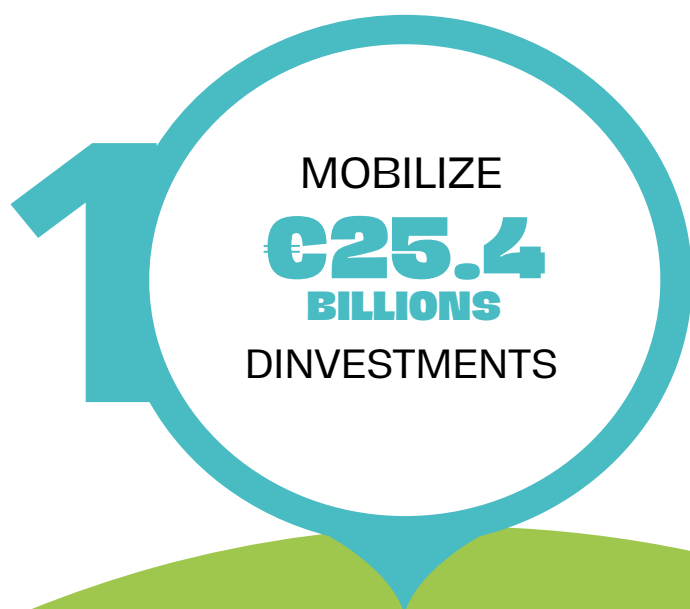
<b>In studies and research reports</b>	List Here STUDIES AND RESEARCH REPORTS with links
<b>In policy planning or other institutional sources (studies, measures, services, directives, consultations, reports, agreements, decrees, guidelines, incentives)</b>	List here POLICY PLANNING OR OTHER GOVERNMENTAL SOURCES with links
<b>In recognised statistical databases:</b>	List here RECOGNISED STATISTICAL DATABASES with links
<b>Magazines and dissemination platforms on initiatives, cases and good practices:</b>	List here MAGAZINES AND DISSEMINATION PLATFORMS with links
<b>In political or in-depth trade union documents</b>	List here POLITICAL OR IN-DEPTH TRADE UNION DOCUMENTS with links

# Financial resources at EU level

The → **Just Transition Mechanism (JTM)** – a key tool to ensure that the transition towards a **climate neutral** economy takes place fairly, leaving no one behind - provides targeted support to help mobilize around **€55 billion over the 2021-2027 period** in the most affected regions, to alleviate the

socio-economic impact of the transition. The Just Transition Mechanism addresses the social and economic effects of the transition, focusing on the regions, industries and workers that will face the greatest challenges (→ **Who will benefit?**), **through three pillars:**

## A new Just Transition fund



## Investeu “Just Transition” scheme



## A new public sector loan facility





**T**he → **Just Transition Fund** is a financial instrument within the Cohesion Policy which aims to provide support to territories facing serious socio-economic challenges arising from the transition towards **climate neutrality** and it will facilitate the implementation of the European Green Deal. Its main objectives are to alleviate the impact of the transition by financing

the diversification and modernisation of the local economy and by mitigating the negative repercussions on employment. In order to achieve its objective, the Just Transition Fund supports investments in areas such as digital connectivity, clean energy technologies, the reduction of emissions, the regeneration of industrial sites, the **reskilling** of workers and technical assistance.

**T**he → **Just Transition Platform** assists EU countries and regions with the just transition. It consists of a single access point and helpdesk. It provides comprehensive technical and advisory support. Authorities and beneficiaries can access it to find all they need to know about the funds, including opportunities, relevant regulatory updates or sector specific initiatives. The Platform also actively promotes the exchange of best practices among all **stakeholders** involved, including through regular physical and virtual gatherings.

## Other relevant possible funding streams

**A** number of other EU funding instruments are available to support programmes and projects focused on just transition

- → **Horizon Europe (science, research, skills)**
- → **LIFE Programme (protecting the environment)**
- → **Innovation Fund (clean technologies)**
- → **Modernisation Fund (energy, for lower-income EU countries)**

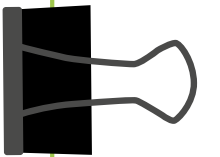


## Banks' role in fostering EU green economy

The banking system has an essential lending and resource allocation function, transferring economic resources from savers to investors.

The role of the banking system in financing economic and productive activities is to be a driving force especially for the green conversion of small and medium-sized companies, which is often financed through public funding.

For more details, here is a research focus on EU financial supports for Just transition, developed by the First CISL, the CISL banking sector federation → [link](#)



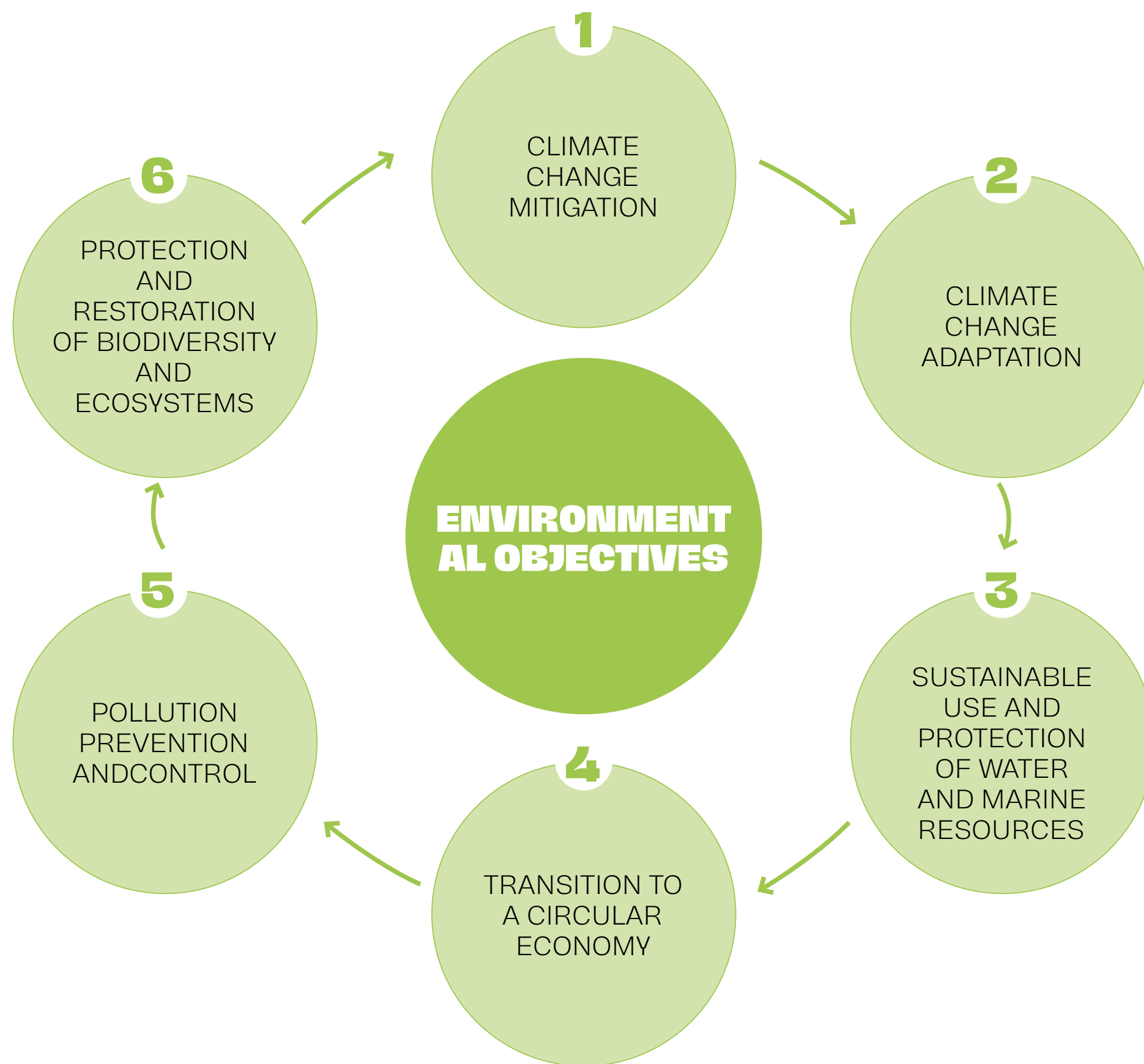
## Eu taxonomy for sustainable economic activities

To achieve a common language and a clear definition of what is 'sustainable', an → **ACTION PLAN ON SUSTAINABLE FINANCE** was adopted by the European Commission in March 2018, calling for the creation of a common classification system for sustainable economic activities named "EU taxonomy".

The → **TAXONOMY REGULATION** was published in the Official Journal of the European Union on 22 June 2020 and entered into force on 12 July 2020. It establishes:

- criteria for environmentally sustainable economic activities (art. 3).
- Six environmental objectives (art. 9)





*The Taxonomy applies to two different parties:*

- a) financial institutions that offer financial products on the European market
- b) non-financial companies that already have to submit a nonfinancial statement under the Non-Financial Reporting Disclosure (NFRD) regulation.

*Objective 1 and 2 have to be adopted by:*

- financial institutions **by the end of 2021**
- non-financial companies **throughout the 2022**

*Objective from 3 to 6 have to be adopted by:*

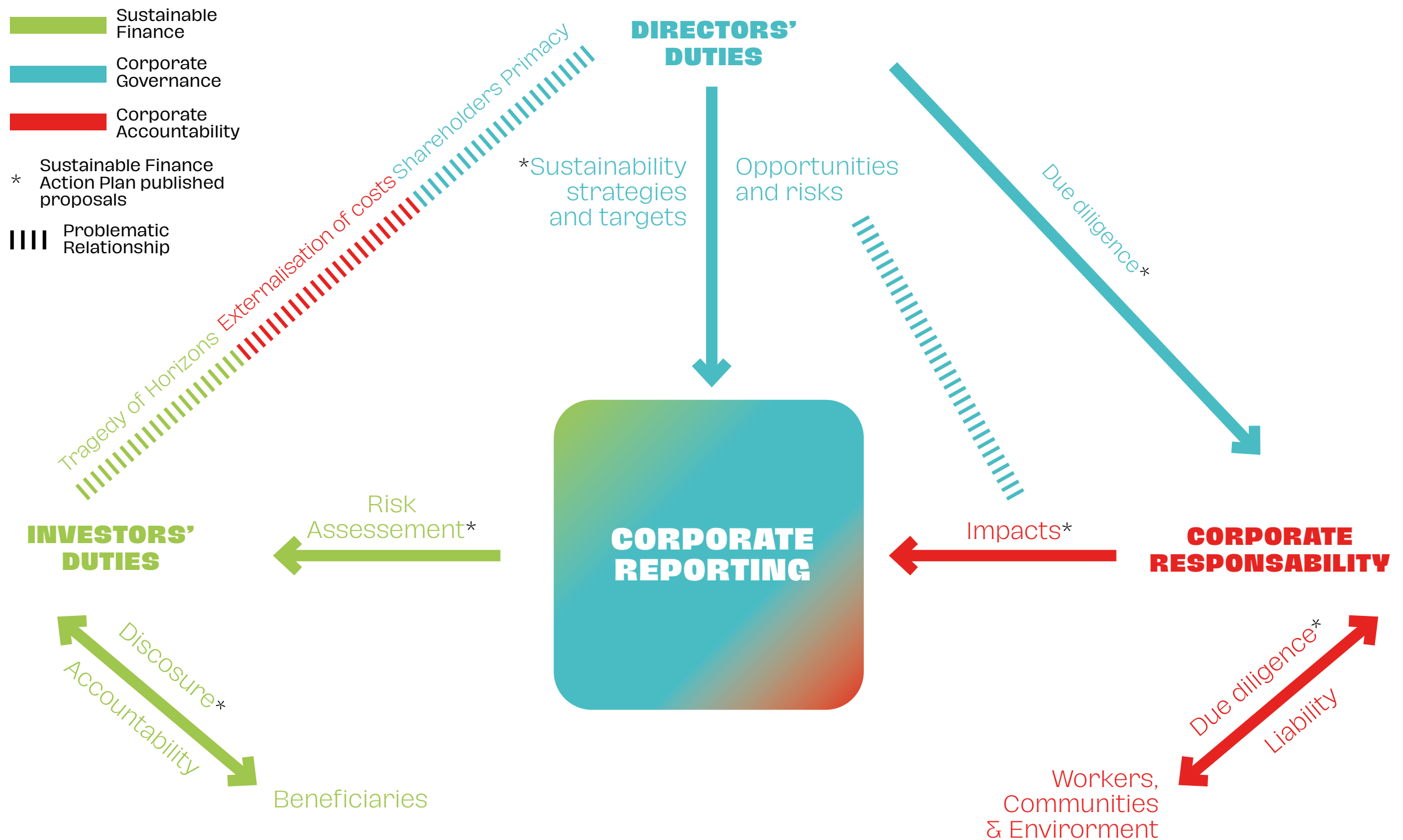
- financial institutions and non financial companies **by the end of 2022**



## SUSTAINABILITY REPORTING (From the Non-Financial Reporting Directive-NFRD) to the Corporate Sustainability Reporting Directive-CSR)

Since 2014, EU law has required certain large companies (average number of 500 employees) to disclose information on the way they operate and manage social and environmental challenges. This helps investors, civil society organisations, consumers, policy makers and other **stakeholders** to evaluate the non-financial performance of large companies and

encourages these companies to develop a responsible approach to business.  
 → **EU Directive 2014/95/EU** – also called the Non-Financial Reporting Directive (NFRD) – lays down the rules on disclosure of non-financial and diversity information by certain large companies. This directive amends the Accounting Directive 2013/34/EU.



✓ Source: 2019, Research Report – Alliance for Corporate Transparency, Pg. 23

On 21 April 2021, the Commission adopted a **proposal for a Corporate Sustainability Reporting Directive (CSRD)**, which was approved, in its final form, on November 10, 2022 by the European Parliament and on November 28, 2022 by the European Council.

The new Directive was designed specifically in the context of the European Green Deal and the Agenda for Sustainable Finance with the aim of making environmental, social and governance information more transparent also in order to encourage private investment in green and socially responsible transition financing. The limit for implementing sustainability reporting has been lowered to 250 employees (from the 500 in the NFRD Directive) while other indicators have also been expanded in order

to triple the number of European companies involved (approximately 50,000).

The **→ Directive on Corporate Sustainability Reporting** aims to take action on the current reporting requirements and limits of the Non financial Reporting Directive to ensure that investors, civil society and other stakeholders have access to the information they need, while encouraging companies to develop a responsible approach to business and not imposing excessive reporting requirements on them.

**→ Official page of the European Council on the approval of the CSRD Directive and the implementation roadmap**



# Financial resources at national level\*

Following ILO's recommendations<sup>3</sup>, governments, in consultation with social partners, should:

- integrate sustainable development and a just transition into macroeconomic and growth policies;
- align economic

growth with social and environmental objectives;

- adopt appropriate regulations and instruments;
- invest public funds in greening the economy;
- develop trade and investment policies.

3. ILO, Guidelines for a just transition towards environmentally sustainable economies and societies for all, Geneva, (2015).

*\* This section is to be developed with Country/Region specific Information.*



**JUST TRANSITION**





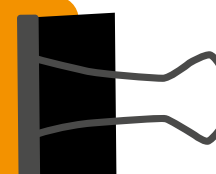
# Information and consultation rights as a tool for trade union representatives\*

Democracy at work is vital to build a responsible and sustainable recovery for all. The actions to reinforce workers' information, consultation and participation rights should be embedded in a comprehensive trade union strategy for the recovery

from the pandemic crisis. [...] These rights should be linked with trade union objectives and priorities on the 'Next Generation EU' instrument, on the European Green Deal and to the implementation of the European Pillar of Social Rights, the Industrial Strategy, amongst other.<sup>4</sup>

4. ETUC Position on a new EU framework on information, consultation and board-level representation for European company forms and for companies making use of EU company law instruments enabling company mobility. Adopted at the Executive Committee of 8-9 December 2020

*\* This section is to be developed with Country/Region specific Information.*



# Training opportunities and fundings\*

**T**rade unions play a key role in supporting workers in addressing labour market transformation processes. These actions include supporting their skills development and lifelong learning to enhance employability and participation, through **social dialogue**. Trade unions are engaged in actions at national,

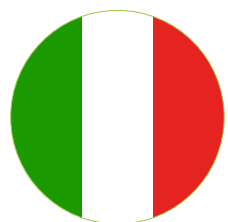
sectoral and company level, which regard policy development, contributing to national strategies, participating in consultative bodies and negotiating agreements. This role is also expressed in their commitment to promote and facilitate access to training opportunities through bargaining at all levels.



*\* This section is to be developed with Country/Region specific Information.*



# Good practices



## Multiutility, A2A

*company operating in the supply of electricity, gas and water.*

It is at the forefront of the national scene regarding the **involvement of social**

**partners and local players** in the definition of company policies, the inclusion of **diversity** and gender **equality** in the company. In 2022, it also increased its investment in the development of **renewable energy, sustainable mobility** and the **circular economy**, anticipating the zero-emission target by 10 years.

The action within the framework of sharing the industrial plan has favoured the trade union delegation, who can now suggest additions with particular reference to Just Transition issues. Of particular importance is the permanent table on thermoelectric production (gas and coal plants under conversion). Two of the company's plants (Brindisi and Messina) are also developing technologies for grid frequency support and **waste-to-energy systems**.

Finally, a joint table was set up to define **training** topics with training courses run jointly by the company and trade unions aimed at strengthening the skills of workers involved in production

reconversion processes in order to strengthen the **sustainability** of energy production.(→ **link**)



## Automobili Lamborghini S.p.A.

*automotive sector, manufacturer of super sports cars.*

In 2022, for the second year in a row, it won the Green Star Award for excellence in strategies that support the green economy. The company is at the forefront regarding energy and water consumption and emissions of **greenhouse gases** and other pollutants in the production cycle. Lamborghini has many projects and campaigns in place to train, inform, raise awareness and promote environmentally **sustainable** behaviour, to the benefit of its workers and the local community. Of particular importance is the establishment of a company **carpooling service**, included in the 2019-22 company agreement signed with TU's at company level, which aims to reduce the use of private cars, and so reduce **CO<sub>2</sub>** production, which will be certified.

This → **link** contains information on CORPORATE RESPONSIBILITY, SUSTAINABILITY, the ETHIC CODE and the BUSINESS AND HUMAN RIGHTS.







## Metallurgy

### *Reverse Metallurgy Project*

The project is based on a public/private financial partnership. It has the support of the Walloon government and in particular the Minister of the Economy. It is part of the NEXT programme.

The “NEXT-Circular Economy” programme is one of the three cross-cutting axes of Walloon industrial policy, which are complementary to the six competitiveness clusters (the “Poles”). It concerns the **efficient management of resources, the closing of material flows and new economic models, all of which constitute the key elements of the circular economy.**

Source: → <https://reverse-metallurgy.net/fr/>

### **Gravel sector transition fund**

In 1993, the Flemish government decided the gravel extraction sector had to stop its activities due to its heavy **environmental impact**. The gravel decree stipulated that gravel extraction had to be phased out completely by 2006. To achieve this goal, annually decreasing

production quota were imposed and extraction companies had to pay a tax for each tonne of gravel that was extracted. This gravel tax was used to establish a gravel fund. The money from the fund was used to finance utility work for the rearrangement of the landscape, the social reconversion of the sector and the search for alternatives to gravel.

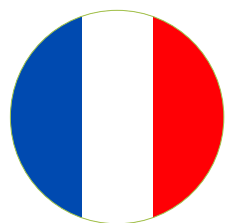
In 2009, the gravel decree was amended to allow the continuation of gravel extraction provided that a number of strict environmental conditions are met. An example of such a project is the

→ **Elerweerd project** where commercial gravel extraction was allowed to improve security against flooding around the Maas river and create a nature reserve.

The social committee, where trade unions are actively involved, has worked well and provided outplacement, training opportunities, early retirement or financial compensations for the affected workers. Its activities are continuing to this date even though the number of employees in the sector has fallen to a few dozen.

Read more on the gravel decree and gravel fund → [here](#).





## Sentinelles vertes

*Green sentinels*

The green sentinels were created by the F3C federation (Advice, communication, culture). This network of activists in companies in the sector aims to:

- raise awareness among other elected officials and workers with tools such as the climate fresco, the digital fresco;
- set up actions in the company (through socio-cultural activities, by negotiating agreements);
- be transition watchdogs in their company.

This network is led by the federation, which brings them together regularly to train them, discuss best practices, and organize working groups on specific subjects.

The confederation accompanies the federation in informing other federations and regions about this system. The objective is to create networks of green sentinels in all sectors and territories.

→ [https://www.cfdt.fr/portail/actualites/transition-ecologique/les-sentinelles-vertes-de-la-f3c-srv1\\_1153350](https://www.cfdt.fr/portail/actualites/transition-ecologique/les-sentinelles-vertes-de-la-f3c-srv1_1153350).

## Rapport sur la transition juste dans le secteur automobile

*Automotive Just Transition Report*

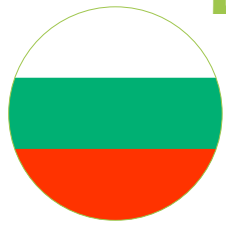
This report, on the strategy and actions to be implemented in the automotive sector to lead a just ecological transition, is the result of joint work between trade unionists in the automotive sector, an NGO (Nature and Man Foundation) and an accountant (Syndex).

This experience can be carried out in other sectors that are strongly impacted by the transition. Working with NGOs and experts enriches thinking, discussions with employers and actions to be taken in the sector by trade unionists.

→ <https://www.fnh.org/wp-content/uploads/2021/06/TT-rapport-automobile-juin-2021.pdf>

In both companies, there is good TU activity, and a base of Collective Bargaining.





## **DS Smith-Bulgaria AD** **(town of Pazardzhik)**

*packing industry*

The goal is a total transition to a **circular economy**. The first step towards a **circular economy** is to eliminate waste and pollution – **recycling** turns used packaging into a resource. The second goal is to preserve the materials in use: multiple **recycling** where new paper products are created. The company reduces waste and pollution, keeps materials in use for a longer time, and helps regenerate natural systems. In addition, there is: a regular renegotiation of the Collective labor agreement (more days off); the renovation of safety systems at work (computerization); free transport and eco-transport (electric); free clothing; use of eco-consumables; training regarding green models. The company pays for the medical treatment of the workers.

Links:

→ <https://www.dssmith.com/bg/sustainability/make-packaging-circular/circular-design-metrics>

→ [https://streamio-fastly-production.global.ssl.fastly.net/videos/5020ce1a11581e3f7e002ef5\\_6311f0f76f8d8db83d000004\\_streamio-hd-1080p.mp4?r=1662120192](https://streamio-fastly-production.global.ssl.fastly.net/videos/5020ce1a11581e3f7e002ef5_6311f0f76f8d8db83d000004_streamio-hd-1080p.mp4?r=1662120192)

→ [https://streamio-fastly-production.global.ssl.fastly.net/videos/5020ce1a11581e3f7e002ef5\\_60d579976f8d8df1d4000003\\_streamio-hd-1080p.mp4?r=1634112551](https://streamio-fastly-production.global.ssl.fastly.net/videos/5020ce1a11581e3f7e002ef5_60d579976f8d8df1d4000003_streamio-hd-1080p.mp4?r=1634112551)

## **Mondi Stambolijski EAD** **(town of Stamboliyski)**

*paper production industry*

This Bulgarian cellulose and paper mill, which is owned by the international packaging and paper group Mondi, manufactures natron paper, fluting and paper bags. Gentle chemicals are used in connection with the processing of raw materials. Focused on the production of **recyclable** raw materials. The facility is located in a region rich in softwood species, pine and fir, which are suitable for the production of high-quality kraft paper for bags, where the forests are grown and maintained in a **sustainable** manner. The company has clients in Europe, Asia and Africa. In addition, there are: investments in environmental working conditions; promotion of bicycle transport for employees; income guarantee policies; safety systems at work, huge computerization; training in green models; participation in “green” projects.

Links:

→ <https://youtu.be/R3nJGLkB-fM>

→ <https://www.mondigroup.com/en/about-mondi/where-we-operate/europe/bulgaria/mondi-stambolijski/>

# Analysis tools

**K**nowing the context in which one operates is fundamental to take steps towards the Just Transition at company/territorial level through **social dialogue**.

In this section, you will find the description of some analysis tools that could help you in reflecting on the position of your Company, of the workers you represent and of the relevant territory in matters concerning the Just Transition.

These tools are designed to help you make an independent analysis, for your exclusive use (they do not require a return to other parties), and offer insights into the different aspects to be considered in the perspective of the Just Transition.

You can decide which tools to use according to your interest and select, within the same tool, only the topics you consider appropriate.

The tools are quite general so they can be used in very different professional sectors.

In this regard, they could represent a starting

point for the construction of further devices tailored to the specificities of the different sectors.

If you are a **Trade Union Representative at Company level**, you can use the **“Analysis tools for the Company Situation”** and the **“Analysis tool for the Relations with workers you represent”**.

While the **“Analysis tool for the Relations with your territory”** is specific for the **Trade Union Representatives at territorial level**.

By clicking on the tool of your interest, you will be directed to the relevant online form. You can then download the tool and proceed to fill it in, in the time and in the way you consider appropriate.

In the case of tools with an automatic calculation, you will be able, once filled in, to enter your answers into the online form which will automatically perform the required calculations and provide you with a graphical representation of your answers.

## Analysis tools for the Company Situation

Before you begin bargaining with the company entrepreneur, please, analyse YOUR COMPANY CHARACTERISTICS:

• Number of employees	
• Sector	
• International/national/local	
• Geographical area of the site	
• Is it part of a productive district?	

To evaluate some aspects of your **company** and its approach to the transition in order to make it “just”, this toolkit supplies **DIFFERENT TOOLS**.

You can choose to use one or more of these tools according to your needs:

- Two **AUTOMATIC TOOLS** which aim to visualise the company situation regarding the transition by answering a series of questions, linked to a score. All the scores gained will automatically be reported in a graph. For a comprehensive overview, we strongly recommend you complete both tools:
  - the **COMPANY DOUGHNUT** is based on the “doughnut economy” model by Kate Raworth. It focuses on ecological and social issues. Go to the tool → <https://JustTransition.cisl.it/en-EN/Tool1?tab=tab1>
  - the **ECONOMIC TRAFFIC LIGHT** indicates the economic situation and outlook of the company. Go to the tool → <https://JustTransition.cisl.it/en-EN/Tool1?tab=tab2>
- Some **IN DEPTH THEMATIC CHECKLISTS** divided according to environmental issues and social and economic aspects. You can use this tool in order to explore the current position of your company regarding the just transition and your bargaining priorities. You can use this tool by freely choosing to fill in only the topic fields of your interest. Go to the tool → <https://JustTransition.cisl.it/en-EN/Tool1?tab=tab3>





## Analysis tool for the Relations with the workers you represent

This tool aims to help you reflect on the just transition focusing on the workers you represent and on your role as representative. In fact, according to the ETUC, there will be ***no just transition without worker participation*** (ETUC, 2018<sup>5</sup>).

By answering a series of questions linked to a score, an automatic calculation will provide a representation of your analysis.

This tool helps focus on the following aspects concerning **environmental** and **socio-occupational issues**: Awareness, Behaviour/ Attitudes, Transmission and Sharing of Information, Consultation (Involvement) of Workers, Active Role (Engagement) of Workers. Go to the tool → <https://JustTransition.cisl.it/en-EN/Tool2>

## Analysis tool for the Relations with your territory

The tool aims is to help trade union representative reflect on ecological transition by focusing on your own territory.

It includes an AUTOMATIC TOOL through which you can calculate the current position of your territory regarding the just transition focusing on ecological (energy/resources, materials/

waste, control of the **environmental impact**, transport and mobility) and socio-economical aspects (characteristics of the area, **social dialogue**, job/training initiatives, health and safety in the area).

Go to the tool → <https://JustTransition.cisl.it/en-EN/Tool3>

5. ETUC, A guide for Trade Unions - Involving trade unions in climate action to build a just transition, 2018



# Tips for action

**A**fter using the analysis tools, you will have a clearer idea of the situation, of the elements to take into account and of the action needed to promote the Just Transition in the company, the territory, and among the workers that you represent

**If you are a Trade Union Representative at Company level**, below, you will find ideas for possible steps to negotiate the Just Transition.

- 1 Analyse the context and the tools at your disposal**
  - Check in collective agreements at national or company level the sections on investments and training, also in dialogue with your relevant sector federation (at the various levels).
  - Assess the presence and the contents of the Sustainability Report or similar non-financial reporting tools.
  - Collect information and statements made by the company on **Sustainable Development**, **Circular Economy**, Energy Saving (also in the documents mentioned in the previous point)
  - Participate in company calls regarding communication on Transitions, Environment, etc ...
  - Use the analysis tools to assess the company situation and the workers' awareness, concerns and needs (in case of problems, contact the Just Transition Counsellors at national level)
  - Exchange views with other workers' representatives in the company (e.g. H&S Reps, EWC members, Green reps etc.)
- 2 Open a dialogue with the workers**

Organise an assembly and open a discussion on what emerged from the analysis in step 1.



**3 Convert the lessons learned in the first phase into Trade union demands**  
Draw up proposals for discussion based on what emerged from the dialogue with workers and the analyses referred to in the first point.

**4 Open a dialogue with the employer**  
Negotiate the various proposals with the company, also referring to existing good practices in other realities and the insights provided by this toolkit e.g. on transition funding.

**5 Assess the outcomes of dialogue**

- Negotiation climate
- Possible problems and/or resistance
- Positive elements
- Results obtained
- Open issues

**6 Provide feedback to workers and discuss possible actions**

**7 Implement the actions with the participation of workers**

**8 Evaluation of the achievement of objectives**  
After a reasonable period of time (e.g. 6 months), check whether the discussions you have had with the company or the actions implemented with the participation of workers have led to any measurable improvements (e.g.: has the number of hours dedicated to training on environmental issues increased? If the analysis referred to in point 1 showed that some documents were missing - e.g. Sustainability Report - are they now available?, etc.)

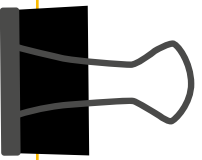


**It is important to be aware of the regulation of Whistleblowing, a corporate compliance tool, through which employees or third parties (e.g. a supplier or customer) of a company can confidentially report any irregularities they have specifically encountered during their work!**

A “whistleblower” is a person working in a company (public or private) who decides to report an offence, fraud or hazard that he or she has detected in the course of his or her work (or, in the case of a customer, in the course of his or her experience as a customer of a company).

Accordingly, whistleblowing is the practice of reporting violations of laws or regulations, crimes and cases of corruption or fraud, as well as health risks, **the environment** and public safety.

National regulations and a European directive (→ **EU Directive 2019/1937 of the European Parliament and of the Council of 23 October 2019**) on the protection of persons who report breaches of Union law, which is still being implemented at Member State level, protect the figure of the “whistleblower”.



**If you are a Trade Unionist at territorial level, here you will find ideas on**

<b>Possible issues to discuss with local administration</b>	<b>Possible initiatives to promote in your area</b>
<ul style="list-style-type: none"> <li>• Discussing and promoting public transport to production sites</li> <li>• Assessing job opportunities in the area also in light of the changes related to the transition</li> <li>• Assessing professional needs in the area</li> <li>• Suggesting public vocational courses for the <b>reskilling</b> of the population in accordance with transition changes</li> <li>• Debating on possible funding to support the creation of new activities</li> <li>• Promoting and encouraging responsible use of remote working through company and territorial agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Involve local trade union offices in promoting information initiatives for citizens on the just transition</li> <li>• Involve representatives of other companies in collective action to promote change in production processes.</li> <li>• Set up a permanent discussion table between workers’ representatives and environmental associations in the area.</li> <li>• Collaborate with school/university institutions on the promotion and awareness of just transition issues.</li> </ul>

**Please, consider that, in order to have a more precise idea of the situation in the area in which you operate, you could propose to the trade union representatives in the companies based in the area to fill in the analysis tools that refer to companies and workers.**





# Glossary

**Alternative fuels:** means fuels or power sources that serve, at least partly, as a substitute for fossil oil sources in the energy supply to transport and which have the potential to contribute to its decarbonisation and enhance the environmental performance of the transport sector.<sup>6</sup>

**Best Available Techniques:** the most effective and advanced stage in the development of activities and their methods of operation, which indicate the practical suitability of particular techniques in providing in principle the basis for emission limit values designed to prevent and, where that is not practicable, generally to reduce emissions and impact on the environment as a whole.<sup>7</sup>

**Biodiversity:** Biological diversity means the variability among living organisms from all sources, including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems (UN, 1992)<sup>8</sup>.

**Carbon Capture. Carbon dioxide capture and storage (CCS):** a process in which a relatively pure stream of carbon dioxide (CO<sub>2</sub>) from industrial and energy-related sources is separated (captured), conditioned, compressed and transported to a storage location for long-term isolation from the atmosphere. Sometimes referred to as Carbon capture and storage.

**Carbon dioxide capture and utilisation (CCU):** a process in which CO<sub>2</sub> is captured and then used to produce a new product. If the CO<sub>2</sub> is stored in a product for a climate-relevant time horizon, this is referred to as carbon dioxide capture, utilisation and storage (CCUS). Only then, and only combined with CO<sub>2</sub> recently removed from the atmosphere, can CCUS lead to carbon dioxide removal.<sup>9</sup>

**Carbon neutral:** achieving a balance between carbon emissions and absorption. Removing carbon dioxide from the atmosphere is referred to as carbon sequestration or immobilisation. To achieve this, the emission of greenhouse gases (Ghg, Greenhouse Gas) will have to be offset by the absorption of carbon emissions.<sup>10</sup>

6. Based on the Directive 2014/94/EU of the European Parliament and of the Council of 22 October 2014 on the deployment of alternative fuels infrastructure - <https://alternative-fuels-observatory.ec.europa.eu/general-information/alternative-fuels>

7. Directive (EU) 2010/75 art.3, paragraph 10 <https://eur-lex.europa.eu/legal-content/IT/TXT/?uri=celex%3A32010L0075>

8. IPCC, 2018: Annex I: Glossary [Matthews, J.B.R. (ed.)].

9. IPCC, 2018: Annex I: Glossary [Matthews, J.B.R. (ed.)].

10. Arlati et al. (2022), Guida sindacale per lo sviluppo sostenibile, Edizioni Lavoro, Roma



**CBAM:** the EU Carbon Border Adjustment Mechanism proposal, presented on 14 July 2021, aims to equalise the carbon price between domestic and imported products, thus limiting carbon leakage and encouraging global emission reductions. From 2026 to 2035, the Commission proposes to phase in a price on imports of certain products, while gradually phasing out free ETS allocations to European producers, to ensure a level playing field between EU and third-country producers.<sup>11</sup>

**Circular Economy:** a model of production and consumption that aims to maintain the value of products, materials and resources for as long as possible by returning them to the product cycle at the end of their use while minimising the generation of waste<sup>12</sup>.

**Climate change:** a set of serious environmental alterations, linked to human activities, responsible for the emission of large quantities of greenhouse gases and the consequent increase in the earth's temperature. This climate alteration can give rise to other crises of an environmental (damage related to floods, droughts and fires), social (migratory phenomena) and political (different use of public resources) kind.<sup>13</sup>

**Climate Change Adaptation:** the process of adjustment to actual or expected climate and

its effects, in order to moderate harm or exploit beneficial opportunities.<sup>14</sup>

**Climate neutrality:** the neutralisation of greenhouse gases and climate-changing substances in general and not just CO<sub>2</sub> emissions.<sup>15</sup>

**CO<sub>2</sub>-Carbon dioxide:** a naturally occurring gas, CO<sub>2</sub> is also a by-product of burning fossil fuels (such as oil, gas and coal), of burning biomass, of land-use changes (LUC) and of industrial processes (e.g., cement production). It is the principal anthropogenic greenhouse gas (GHG) that affects the Earth's radiative balance. It is the reference gas against which other GHGs are measured and therefore has a global warming potential (GWP) of 1. See also Greenhouse gas (GHG)<sup>16</sup>.

**COP (Conference of Parties):** annual meeting of countries that have ratified the United Nations Framework Convention on Climate Change (UNFCCC)<sup>17</sup>.

**Decent work:** means productive work in which rights are protected, which generates an adequate income, with adequate social protection. It also means sufficient work, in the sense that all should have full access to income-earning opportunities. It marks the high road to economic and social development, a road in which employment, income and social protection can be

11. EPRS (2022), EU carbon border adjustment mechanism, European Parliamentary Research Service, [https://www.europarl.europa.eu/RegData/etudes/ATAG/2022/729462/EPRS\\_ATA\(2022\)729462\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/ATAG/2022/729462/EPRS_ATA(2022)729462_EN.pdf)

12. <https://www.eea.europa.eu/themes/sustainability-transitions/urban-environment/urban-sustainability-in-europe>

13. Contribution from FLAEI CISL

14. IPCC, 2018: Annex I: Glossary [Matthews, J.B.R. (ed.)].

15. Arlati et al. (2022), Guida sindacale per lo sviluppo sostenibile, Edizioni Lavoro, Roma

16. IPCC, 2018: Annex I: Glossary [Matthews, J.B.R. (ed.)].

17. Arlati et al. (2022), Guida sindacale per lo sviluppo sostenibile, Edizioni Lavoro, Roma



achieved without compromising workers' rights and social standards.<sup>18</sup>

**Digital skills/competences:** is the set of skills, knowledge and attitudes that is an essential part of educational pathways, professional integration and civic life in a society with a constantly changing technological environment. Digital competence is also one of eight key competences, a set of cross-curricular responsibilities defined in 'Key Competences for Lifelong Learning in the European Schools'<sup>19</sup>.

**Diversity:** in the workplace refers to the similarities and differences that exist between people and that can impact employment and business opportunities and outcomes. Diversity refers not only to similarities and differences linked to personal characteristics such as age, disability, gender, gender identity, ethnicity, race, religion, sexual orientation etc... but also similarities and differences such as values, workstyles, caring responsibilities, hierarchical levels and work roles<sup>20</sup>.

**Eco-driving:** is the adoption of a driving behavior (or a driving style) that aims at saving fuel and reducing harmful emissions of greenhouse gases (GHGs). In general, it refers to the adjustment of the vehicle's moving speed (in relation to traffic conditions) and the choice of routes that minimize fuel consumption.<sup>21</sup>

**Electromobility:** or e-mobility refers to clean and efficient transport, using electric vehicles, powered either by batteries or by hydrogen fuel cells.<sup>22</sup>

**Emission Trading system ETS:** the EU emissions trading system (ETS) puts a cap on greenhouse gas (GHG) emissions, and divides them into emissions allowances that permit the emission of one tonne of carbon dioxide (CO<sub>2</sub>) or CO<sub>2</sub>-equivalent. Most of these allowances are auctioned. However, industries at risk of carbon leakage (i.e. relocation of production because of differences in carbon prices) receive free ETS allowances. In July 2021, the Commission presented the 'fit for 55' package to deliver on the EU 55 % net GHG emissions reduction target by 2030. As part of this package, the CBAM will gradually be introduced for certain third-country imports.<sup>23</sup>

**Energy carriers:** include electricity and heat as well as solid, liquid and gaseous fuels. They occupy intermediate steps in the energy-supply chain between primary sources and end-use applications. An energy carrier is thus a transmitter of energy.<sup>24</sup>

**Energy Transition:** the energy transition is a pathway toward transformation of the global

18. ILO, 1999, Report Decent Work, International Labour Conference 87th Session 1999, Geneva  
 19. <https://www.eursc.eu/BasicTexts/2020-09-D-51-en-2.pdf>  
 20. ILO, 2022, *Transforming enterprises through diversity and inclusion*, [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---act\\_emp/documents/publication/wcms\\_841348.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---act_emp/documents/publication/wcms_841348.pdf)  
 21. <https://encyclopedia.pub/entry/6616>

22. [https://joint-research-centre.ec.europa.eu/scientific-activities-z/interoperability-and-e-mobility\\_en](https://joint-research-centre.ec.europa.eu/scientific-activities-z/interoperability-and-e-mobility_en)  
 23. EPRS (2022), EU carbon border adjustment mechanism, European Parliamentary Research Service, [https://www.europarl.europa.eu/RegData/etudes/ATAG/2022/729462/EPRS\\_ATA\(2022\)729462\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/ATAG/2022/729462/EPRS_ATA(2022)729462_EN.pdf)  
 24. *Contribution of Working Group III to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change*, 2007, B. Metz, O.R. Davidson, P.R. Bosch, R. Dave, L.A. Meyer (eds), Cambridge University Press, Cambridge, United Kingdom and New York, NY, USA.





energy sector from fossil-based to zero-carbon by the second half of this century. At its heart is the need to reduce energy-related CO<sub>2</sub> emissions to limit climate change.<sup>25</sup>

**Environmental Impact:** qualitative and/or quantitative, direct and indirect, short and long-term, permanent and temporary, single and cumulative, positive and negative alteration of the environment, produced by causes attributable to human activities.<sup>26</sup>

**Equality:** focuses on ensuring every person can flourish at work, experiencing equal opportunities and treatment. That is, all persons, regardless of their personal characteristics can participate in and contribute according to their capacity without discrimination or bias.<sup>27</sup>

**Fossil fuel:** is a generic term for non-renewable energy sources such as coal, coal products, natural gas, derived gas, crude oil, petroleum products and non-renewable wastes. These fuels originate from plants and animals that existed in the geological past (for example, millions of years ago). Fossil fuels can be also made by industrial processes from other fossil fuels (for example in the oil refinery, crude oil is transformed into motor gasoline). Fossil fuels are carbon-based and their combustion results in the release of carbon into the Earth's atmosphere (carbon that

was stored hundreds of millions years ago). It is estimated that roughly 80% of all manmade CO<sub>2</sub> and green-house gas emissions originate from fossil fuel combustion.<sup>28</sup>

**Global warming:** changes in the surface-air temperature, referred to as the global temperature, brought about by the greenhouse effect which is induced by emission of greenhouse gases into the air.<sup>29</sup>

**Greenhouse gas (GHG):** greenhouse gases are those gaseous constituents of the atmosphere, both natural and anthropogenic, that absorb and emit radiation at specific wavelengths within the spectrum of terrestrial radiation emitted by the Earth's surface, the atmosphere itself and by clouds. This property causes the greenhouse effect. Water vapour (H<sub>2</sub>O), carbon dioxide (CO<sub>2</sub>), nitrous oxide (N<sub>2</sub>O), methane (CH<sub>4</sub>) and ozone (O<sub>3</sub>) are the primary GHGs in the Earth's atmosphere. Moreover, there are a number of entirely human-made GHGs in the atmosphere, such as the halocarbons and other chlorine- and bromine-containing substances, dealt with under the Montreal Protocol. Beside CO<sub>2</sub>, N<sub>2</sub>O and CH<sub>4</sub>, the Kyoto Protocol deals with the GHGs sulphur hexafluoride (SF<sub>6</sub>), hydrofluorocarbons (HFCs) and perfluorocarbons (PFCs). See also Carbon dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>), Nitrous oxide (N<sub>2</sub>O) and Ozone (O<sub>3</sub>).<sup>30</sup>

25. <https://www.irena.org/energytransition>

26. ISPRA-CATAP (2012), Glossario dinamico per l'Ambiente ed il Paesaggio. Revisione marzo 2012, ISPRA, Manuali e Linee Guida 78/2012, <https://www.isprambiente.gov.it/files/pubblicazioni/manuali-lineeguida/mlg-78.1-2012-glossario-dinamico.pdf>

27. ILO, 2022, *Transforming enterprises through diversity and inclusion*, [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---act\\_emp/documents/publication/wcms\\_841348.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---act_emp/documents/publication/wcms_841348.pdf)

28. Eurostat Statistic Glossary: [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Main\\_Page](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Main_Page)

29. <https://www.eea.europa.eu/help/glossary/eea-glossary>

30. IPCC, 2018: Annex I: Glossary [Matthews, J.B.R. (ed.)]





**Green Skills:** abilities needed to live in, develop and support a society which aims to reduce the negative impact of human activity on the environment. Generic green skills help develop awareness-raising or implementation of resource-efficient activities, ecocitizenship, etc.; specific green skills are required to implement standards and processes to protect ecosystems and biodiversity, and to reduce energy, materials and water consumption; highly-specialised green skills are required to develop and implement green technologies such as renewable energies, sewage treatment or recycling<sup>31</sup>.

**Human rights due diligence:** is the process through which companies should identify, prevent, mitigate and account for their human rights impacts.<sup>32</sup>

**Inclusion – Inclusiveness:** they refer to the experience people have in the workplace and the extent to which they feel valued for who they are, the skills and experience they bring and the extent to which they have a strong sense of belonging with others at work. A person's feeling of inclusion at work is related to their personal characteristics, their own behaviour and that of others and the environment they are in. Creating an inclusive workplace culture and environment enables diverse employees to experience equality and thrive. It also increases employee engagement and influences business performance.<sup>33</sup>

**Industrial Relations:** is a term with two principal meanings. First, it refers to the actions of trade unions and their relations with employers and government. Second, it refers to an academic field of study, which focuses upon the institutions and processes of job regulation. In this sense, industrial relations pertains to the study of the employment relationship and its management and regulation. It thus encompasses aspects such as management strategy, work organisation, work practices, employee participation and state regulation.<sup>34</sup>

**Life Cycle Assessment (LCA):** is an internationally standardised methodology (ISO 14040 ff). LCA helps quantify the environmental pressures related to goods and services (products), the environmental benefits, the trade-offs and areas for achieving improvements taking into account the full life-cycle of the product.<sup>35</sup>

**NECP:** the **national energy and climate plans** (NECPs) were introduced by the → **Regulation on the governance of the energy union and climate action** (EU)2018/1999, agreed as part of the → **Clean energy for all Europeans package**, which was adopted in 2019. The national plans outline how the EU countries intend to address: energy efficiency, renewables, greenhouse gas emissions reductions, interconnections, research and innovation. This approach requires a coordination of purpose

31. [https://www.cedefop.europa.eu/files/4117\\_en.pdf](https://www.cedefop.europa.eu/files/4117_en.pdf)

32. Eurofound Glossary: <https://www.eurofound.europa.eu/it/data/glossary>

33. ILO, 2022, Transforming enterprises through diversity and inclusion, [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---act\\_emp/documents/publication/wcms\\_841348.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---act_emp/documents/publication/wcms_841348.pdf)

34. <https://www.eurofound.europa.eu/it/data/glossary#:~:text=Topic%3A%20Industrial%20policy-,Industrial%20relations,management%20strategy%2C%20work%20organisation%2C%20work%20practices%2C%20employee%20participation%20and%20state%20regulation.,-Topic%3A%20Industrial>

35. <https://ec.europa.eu/environment/ipp/lca.htm>



across all government departments and it provides a level of planning that will ease public and private investment<sup>36</sup>.

**Net gas emissions:** amount of greenhouse gases that are completely absorbed or neutralised, leaving no harmful residues in the atmosphere as a result.<sup>37</sup>

**Recycling:** a resource recovery method involving the collection and treatment of a waste product for use as raw material in the manufacture of the same or a similar product<sup>38</sup>.

**Renewable Energy:** or 'energy from renewable sources' means energy from renewable non-fossil sources, namely wind, solar (solar thermal and solar photovoltaic) and geothermal energy, ambient energy, tide, wave and other ocean energy, hydropower, biomass, landfill gas, sewage treatment plant gas, and biogas.<sup>39</sup>

**Residual heat:** is heat released in the waste processing industry, in an industrial company or by an electricity utility.<sup>40</sup>

**Reskilling/Upskilling. Upskilling:** investing in improving existing skills.

**Reskilling:** training in new skills<sup>41</sup>.

**Reusing :** material reuse without any structural changes in materials<sup>42</sup>.

**Sinks:** a reservoir (natural or human, in soil, ocean, and plants) where a greenhouse gas, an aerosol or a precursor of a greenhouse gas is stored. Note that UNFCCC Article 1.8 refers to a sink as any process, activity or mechanism which removes a greenhouse gas, an aerosol or a precursor of a greenhouse gas from the atmosphere.<sup>43</sup>

**Social dialogue:** is the process of negotiation by which different actors in society (or 'social partners') reach agreement to work together on policies and activities. Social dialogue takes place at national and sectoral as well as European level. 'Bipartite' social dialogue brings together workers and employers, whereas 'tripartite' social dialogue also involves government or EU representatives.<sup>44</sup>

**Social Dumping:** there is no universally accepted definition of 'social dumping', despite this being a much-debated issue. Across definitions, two key aspects emerge: downward pressure on social conditions and unfair competition on the basis of lowered costs. Thus, it may occur domestically from cost pressures due to competition from countries with lower social conditions. Within

36. [https://ec.europa.eu/info/energy-climate-change-environment/implementation-eu-countries/energy-and-climate-governance-and-reporting/national-energy-and-climate-plans\\_en](https://ec.europa.eu/info/energy-climate-change-environment/implementation-eu-countries/energy-and-climate-governance-and-reporting/national-energy-and-climate-plans_en)

37. Arlati et al. (2022), Guida sindacale per lo sviluppo sostenibile, Edizioni Lavoro, Roma

38. <https://www.eea.europa.eu/help/glossary/eea-glossary/recycling>

39. Directive (EU) 2018/2001 of the European Parliament and of the Council of 11 December 2018 on the promotion of the use of energy from renewable sources art 2 (←the Directive in all languages)

40. Ruud van den Wijngaart, Rob Folkert, Hans Elzenga, Heating the built environment more sustainably by 2050, Netherlands Environmental Assessment Agency, [https://energy.ec.europa.eu/document/download/91715ae2-8360-4366-ad86-defb04528a59\\_en](https://energy.ec.europa.eu/document/download/91715ae2-8360-4366-ad86-defb04528a59_en)

41. [https://ec.europa.eu/commission/presscorner/detail/en/ip\\_20\\_2059](https://ec.europa.eu/commission/presscorner/detail/en/ip_20_2059)

42. <https://www.eea.europa.eu/help/glossary/eper-pollution-register-glossary/reuse>

43. <https://www.ipcc.ch/sr15/chapter/glossary/>

44. <https://www.etuc.org/en/what-social-dialogue>



public discourse, the term primarily refers to international, cross-border situations. Regarding the posting of workers, the European Commission describes the practice as a situation 'where foreign service providers can undercut local service providers because their labour standards are lower'.<sup>45</sup>

**Stakeholders:** are the subjects or groups, more or less organised, with an interest in the ecological transition of the economy. Since the entire environment is involved, the stakeholders are citizens, companies, and institutions (which are the classic subjects). To these are added new actors representing a range of environmental and health and safety rights such as environmental protection associations, future generations, and labour representation. The novelty expressed by the ecological transition is that, in order to achieve the objectives on scheduled deadlines, it is necessary for all stakeholders to agree on equal partnerships capable of satisfying the needs of each stakeholder in a win-win logic involving also the shareholders <sup>46</sup>.

**Sustainability:** a dynamic process that guarantees the persistence of natural and human systems in an equitable manner<sup>47</sup>

**Sustainable mobility:** aims to ensure that transport systems meet society's economic, social and environmental needs whilst minimising their undesirable impacts on the economy, society and the environment.<sup>48</sup>

**Sustainable:** see Sustainability

**Sustainable development:** has been defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. [...] For sustainable development to be achieved, it is crucial to harmonize three core elements: economic growth, social inclusion and environmental protection<sup>49</sup>.

45. Eurofound Glossary: <https://www.eurofound.europa.eu/it/data/glossary>

46. Contribution from FLAEI CISL

47. IPCC, 2018: Annex I: Glossary [Matthews, J.B.R. (ed.)]. In: Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty [Masson-Delmotte, V., P. Zhai, H.-O. Pörtner, D. Roberts, J. Skea, P.R. Shukla, A. Pirani, W. Moufouma-Okia, C. Péan, R. Pidcock, S. Connors, J.B.R. Matthews, Y. Chen, X. Zhou, M.I. Gomis, E. Lonnoy, T. Maycock, M. Tignor, and T. Waterfield (eds.)]. Cambridge University Press, Cambridge, UK and New York, NY, USA, pp. 541-562. <https://doi.org/10.1017/9781009157940.008>

48. Council of the European Union, 2009, Review of the EU Sustainable Development Strategy (EU SDS) <https://data.consilium.europa.eu/doc/document/ST-10117-2006-INIT/en/pdf>

49. <https://www.un.org/sustainabledevelopment/development-agenda/>





**Training needs:** training needs are defined as the need, more or less explicit, to adapt people's skills to the characteristics of the organisational structure and the company's working methods, according to production and market requirements or certain socio-economic forecasts. The definition of training needs is thus linked to bridging the gap between the skills needed to perform a given activity and those possessed by the individual at a given time.<sup>50</sup>

**Waste-to-energy scheme:** means incineration of waste with recovery of generated energy. Waste-to-energy schemes turn waste into steam or electricity to heat, cool, light and/or otherwise power homes and industry through the process of combustion. Just as coal, oil or natural gas is burned in boilers to generate electricity, waste is used as a fuel to generate power.<sup>51</sup>

**Zero-carbon economy:** see carbon neutral

50. Source: National Institute for Poublic Policy Analysis, edited by the authors

51. EEA Glossary: <https://www.eea.europa.eu/help/glossary/eea-glossary>



## Applicant organisation



<https://www.cisl.it/>

## Affiliated Entities



→ <https://www.abvv.be>



→ <https://www.firstcisl.it/>

## Co-Applicants



→ <https://www.fondazionetarantelli.it/>



→ <https://www.vlaamsabvv.be/voor-militanten/vorming-voor-actieve-leden>

## Associate Organisations



→ <https://www.acv-csc.be/>



→ <https://www.etuc.org/en>



→ [https://www.cfdt.fr/portail/navigation-principale-asp\\_5000](https://www.cfdt.fr/portail/navigation-principale-asp_5000)



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