



A GUIDE FOR TRADE UNIONS

Involving trade unions
in climate action to build
a just transition

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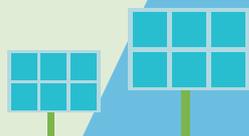


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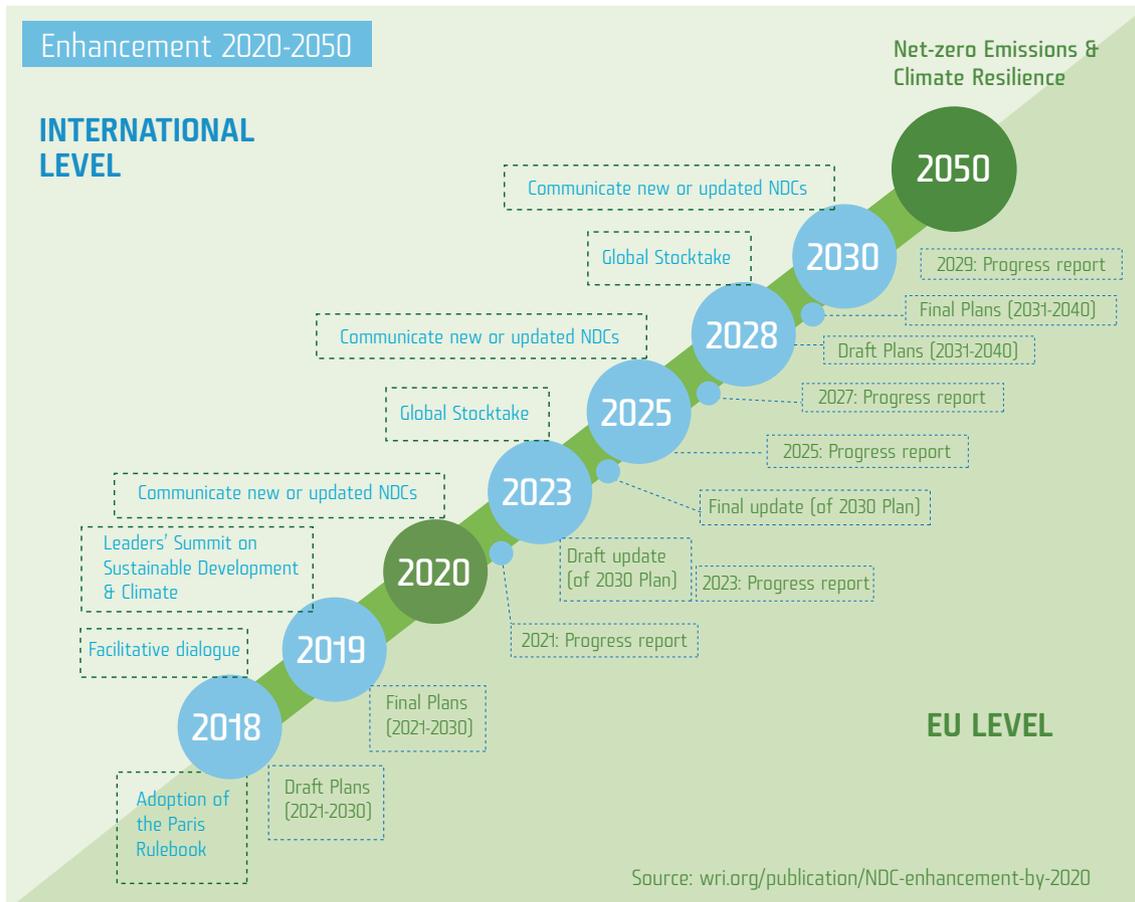
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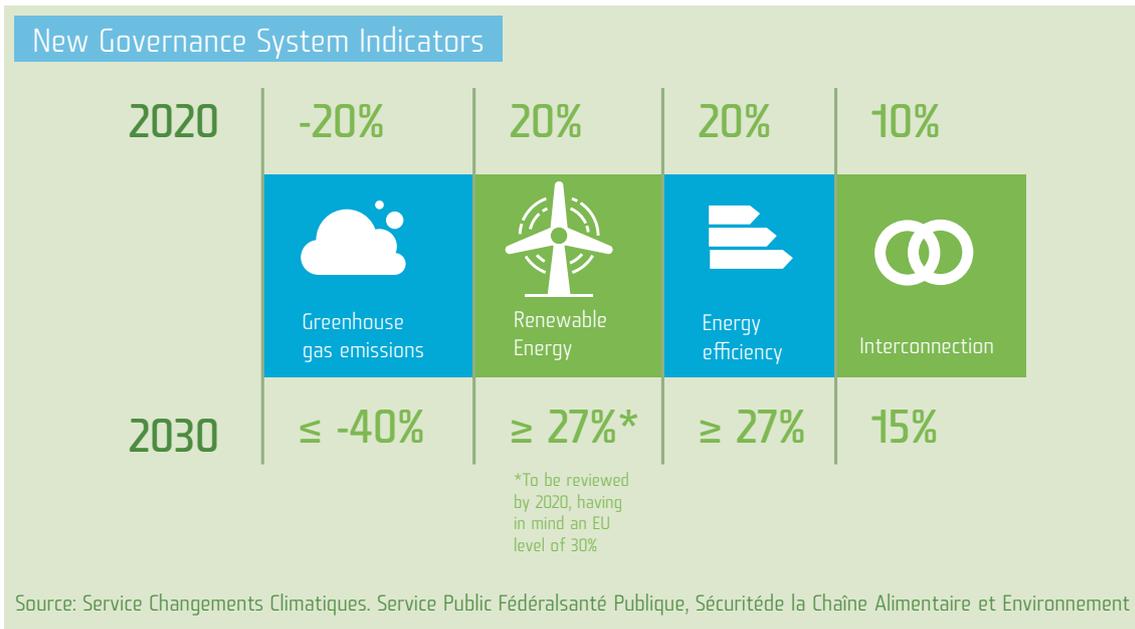
1. SETTING THE SCENE

1.1 Policy and climate action: what's new after the Paris Agreement?

At COP 21 in Paris, countries committed to keep global warming well below two degrees Celsius compared to pre-industrial levels and to continue efforts to maintain it under 1.5 degrees. These commitments imply that the collective ambition of the world is now to shift to carbon-neutrality within a few decades¹.



¹ We hereby refer to "the balance between anthropogenic emissions by sources and removals by sinks of greenhouse gases" that countries have committed to reach „in the second half of this century“, pursuant to article 4 of the Paris agreement.



To reach that goal, the Paris agreement has created a system where countries will have to periodically submit national contributions (NDCs) describing what their ambition is and what policies and measures they will use to achieve it. These contributions will be reviewed at global level every five years. In other words, a global system made of national policy planning and multilateral review will lead countries to design mid-term and long-term economy-wide low-carbon strategies and to carefully monitor their implementation.

On the EU level, climate objectives are defined by the EU 2030 climate and energy framework which sets out three targets: a reduction of at least 40% in greenhouse gas emissions compared to 1990; a minimum share of 27% of renewable energy in energy consumed; and an improvement in energy efficiency of at least 27%. To fulfil its international obligations, in November 2016, the European Commission published its “Clean energy for all Europeans” package, containing many legislative initiatives. The package includes a draft regulation on the governance of the Energy Union which streamlines the planning and monitoring of European climate and energy policies through a system based on integrated national plans. It also proposes the obligation of designing “long-term decarbonization strategies”² up to 2050³.

² A national decarbonisation strategy may be defined as a set of policy measures aimed at reducing the carbon intensity of the entire economy. These measures may intend, inter alia, to develop alternatives to carbon-emitting energy sources, more energy-efficient processes, more resource-efficient production methods, capture and sequestration/use of CO₂. To be consistent with the Paris agreement goals, decarbonisation strategies should aim at approaching carbon neutrality as soon as possible in the second half of this century.

³ All these proposals of measures are currently under revision, in the framework of the European legislative process. Depending of the results of the forthcoming Trilogue negotiations, the overall EU climate objectives may be strengthened.

1.2 Why should trade unions care about climate governance?

Moving towards a low-carbon economy in a few decades is a challenge for all countries, including the EU. Decarbonising an economy which is still highly dependent on fossil fuels implies, among other things, wide-reaching industrial transformations and technological shifts, the development of new energy patterns, new business models and more circularity in ways of producing and consuming. In other words, respecting the Paris mandate requires a deep and rapid change of the way we produce, move and consume.

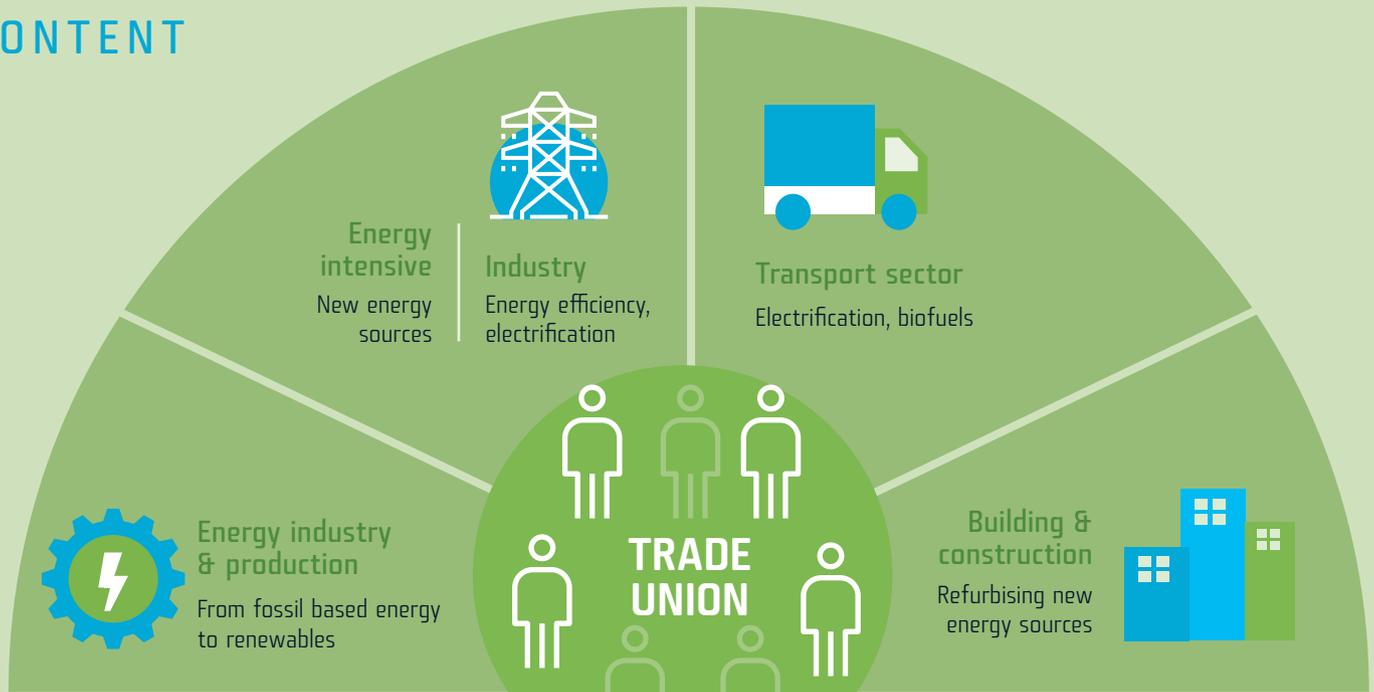
In many ways, the transition will trigger positive effects. It will improve air quality, reduce energy dependency and it might represent a great vehicle for job creation as well as an opportunity to strengthen European know-how and technological capabilities in environmental innovation. To fully tap this economic potential, investment and policy stability is needed⁴. This is certainly the first added-value that climate policy planning can bring for workers: increasing certainty about the policy framework and investment that are the key prerequisites for moving to a low-carbon economy while creating and maintaining quality jobs across sectors, including in manufacturing industries.

From a workers' perspective, the transition will profoundly reshape the labour market in ways that creates both new risks and new opportunities for workers: new jobs but also, in some cases, destruction of jobs, replacement of some existing occupations by new ones, along with the need for new competencies and skills. Certain sectors and regions, especially the ones that are dependent on carbon intensive industries, may be more negatively impacted than others. Anticipating these trends and their impact on workers is at the heart of trade unions activities. Climate governance, and related policy planning, offers an opportunity for trade unions to increase their understanding of the ongoing changes and their influence on climate policy.

⁴ According to the Commission, in order to reach the EU's 2030 climate and energy targets, about €379 billion investments are needed annually over the 2020-2030 period: mostly in energy efficiency, renewable energy sources and infrastructure. EC Communication « Clean energy for all Europeans », COM (2016) 860 final.

JOBS AND JUST TRANSITION TOWARDS A ZERO-EMISSION ECONOMY

CONTENT



ACTIONS



1.3 No just transition without workers participation

In this view, and in accordance with the UN 2030 Agenda for Sustainable Development, it is crucial to ensure a ‘just transition’ of the workforce as well as the creation of decent and quality jobs. Trade union participation in the governance of the policy process is therefore of particular importance. This importance has been stressed both at international and European levels. The preamble of the Paris agreement invites parties to “take into account the imperatives of a just transition of the workforce” which obviously requires worker’s participation. ILO guidelines “for a just transition towards environmentally sustainable economies and societies for all” recommend the consultation and the association of trade unions in the elaboration and implementation of low-carbon policies at “all possible levels and stages”⁵. In its “Energy Union Package” of 2015, the European Commission has underlined the importance of the role of social partners and has invited them to include the energy transition in their social dialogue.

Even though trade unions have been campaigning for many years for a just transition for workers, the implications of the deep-decarbonisation countries committed to in Paris are not always known and understood. In the same way, the importance of the emerging governance system will mean stakeholders must be familiar with it in order to contribute to it. The two main objectives of this guide, which build upon several ETUC projects dedicated to climate change policies⁶, are to inform European trade unions about what the Paris agreement and related EU legislations imply and to prepare trade unions to play an active role in the design and implementation of the national strategies for decarbonisation as well as in the development of just transition frameworks.

⁵ http://www.ilo.org/global/topics/green-jobs/publications/WCMS_432859/lang-en/index.htm

⁶ See for example the 2016 ETUC study on “Climate policies and industrial regions: a trade union perspective”

1.4 Finding out what matters to you

The project is based on two stages

| STAGE 1 |

Questionnaire on trade union involvement in climate policy planning

This questionnaire circulated to ETUC affiliates in order to take stock of what has been done so far to associate social partners to the development of a long term decarbonisation strategy at national level, to get a sense of the maturity of the debate within the trade union movement and also to identify possible best practices and experiences that may be shared.

| STAGE 2 |

Five workshops organised in different member states, during which experts from TU organisations and from relevant institutions presented their views on how to deal with the issues at stake and discussed how to manage the transition towards a low-carbon economy. These workshops focused on five different themes representing the key aspects in a transition towards a low-carbon economy as seen by trade unions:



Employment and working conditions

How do we maximise the potential for creating quality jobs?



Governance and trade union participation

How to deal with the transition to a low-carbon economy – and the related policy planning – in the national structures of social dialogue.



Education, training and skills

How to assess and anticipate the skills needs related to the transition to increase the employability of workers?



Social protection

What impact a rapid decarbonisation may have on social protection systems and how to anticipate it



Internal capacity building for trade union organisations

How to mobilise and prepare trade union members to engage in the transition

For each seminar, a background document was prepared by Syndex and discussed with participants as well as with local stakeholders.

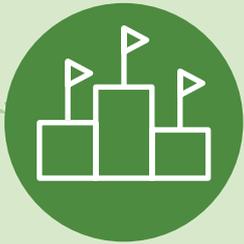
2. HOW THIS GUIDE WORKS

This guide first presents the results of the survey mainly to begin with a stock take of trade union participation in climate governance in EU Member States. Secondly, the guide is made of five building blocks covering the themes listed above. Each building block has been designed with the same structure: a brief introduction to the theme, a series of recommendations as identified through the workshops and, finally, a sample of inspiring initiatives provided by ETUC affiliates through their answers to the questionnaire. Please, note that a longer list of best practices will be made available on the ETUC website.

3. TAKING THE PULSE OF TRADE UNION PARTICIPATION

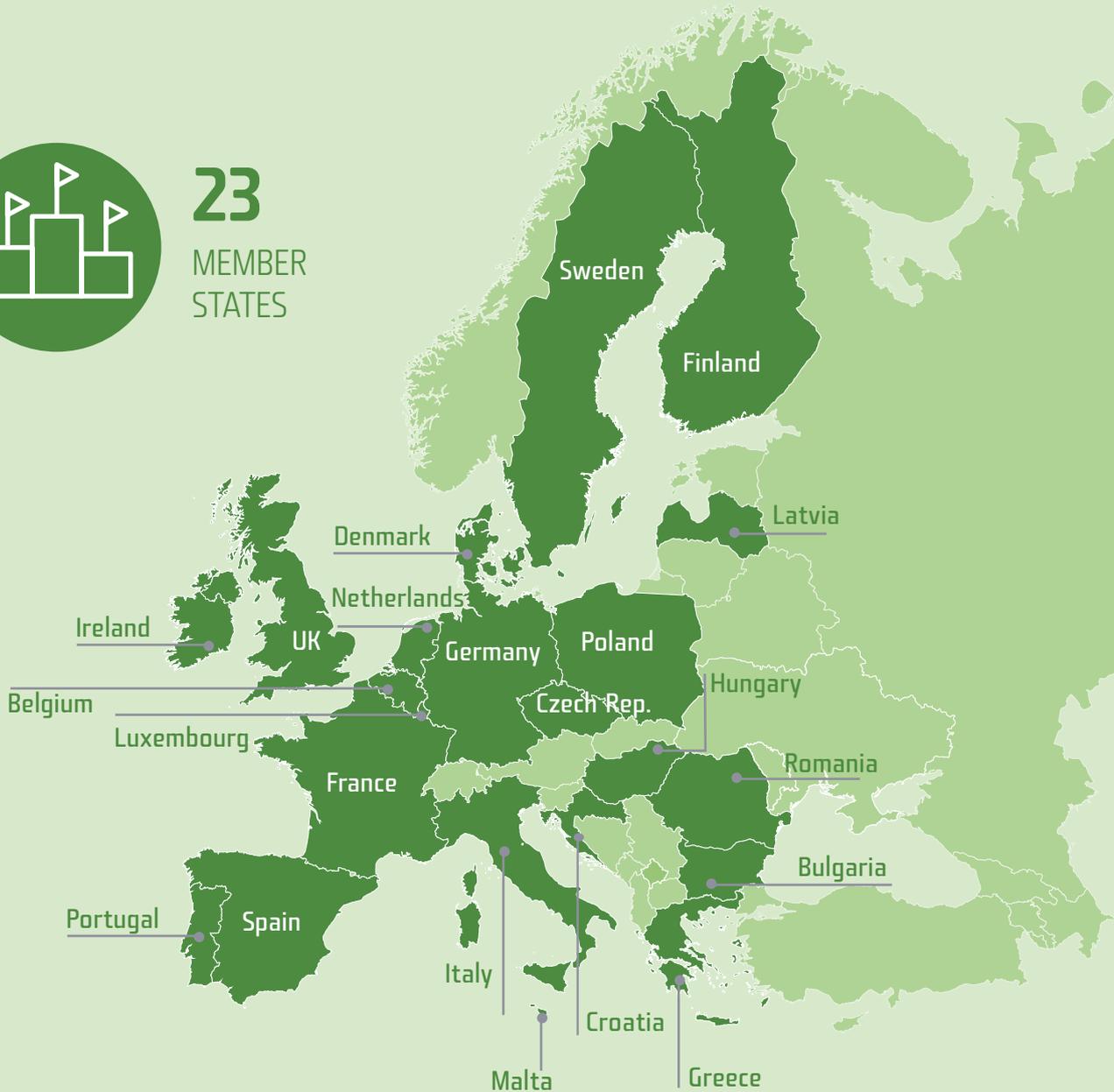


As part of this project, the European Trade Union Confederation asked its affiliated organisations to answer a questionnaire to understand what has been done so far in EU countries to associate trade unions with the development of national decarbonisation strategies. This survey's objectives were to evaluate the degree to which trade unions are involved in the climate –related policy planning processes at the national level, to collect examples of trade union initiatives in implementing just transition principles and to try to evaluate trade union internal capacities to cope with these processes.



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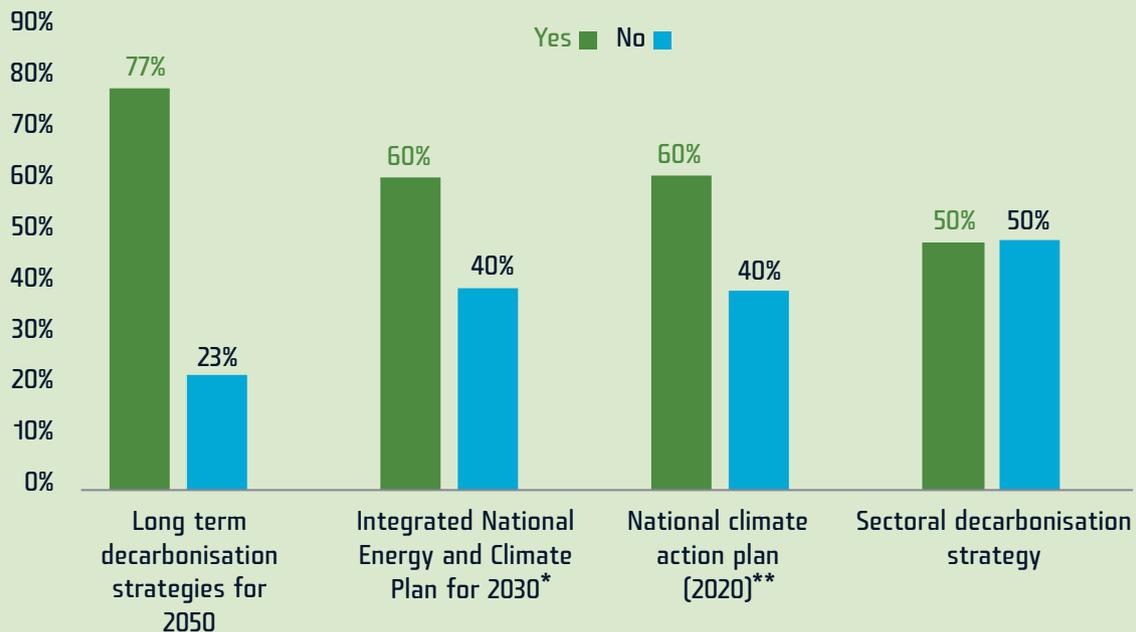
MEMBER
STATES



Trade Union involvement in climate policy planning is on the rise

For many years, an increased association of trade unions in the design of climate-related policies has been observed. This rise is on the one hand linked to the important impacts low-carbon strategies have and will have on the economy and on the workforce, and on the other hand to a growing awareness among trade unions about the active role they can play in the process. This trend may continue in the coming years as the regulation on the governance of the Energy Union involves social partners in the preparation of National Energy and Climate Plans for 2030.

TU consultation rates in countries where one or more of the following strategies have been adopted/implemented



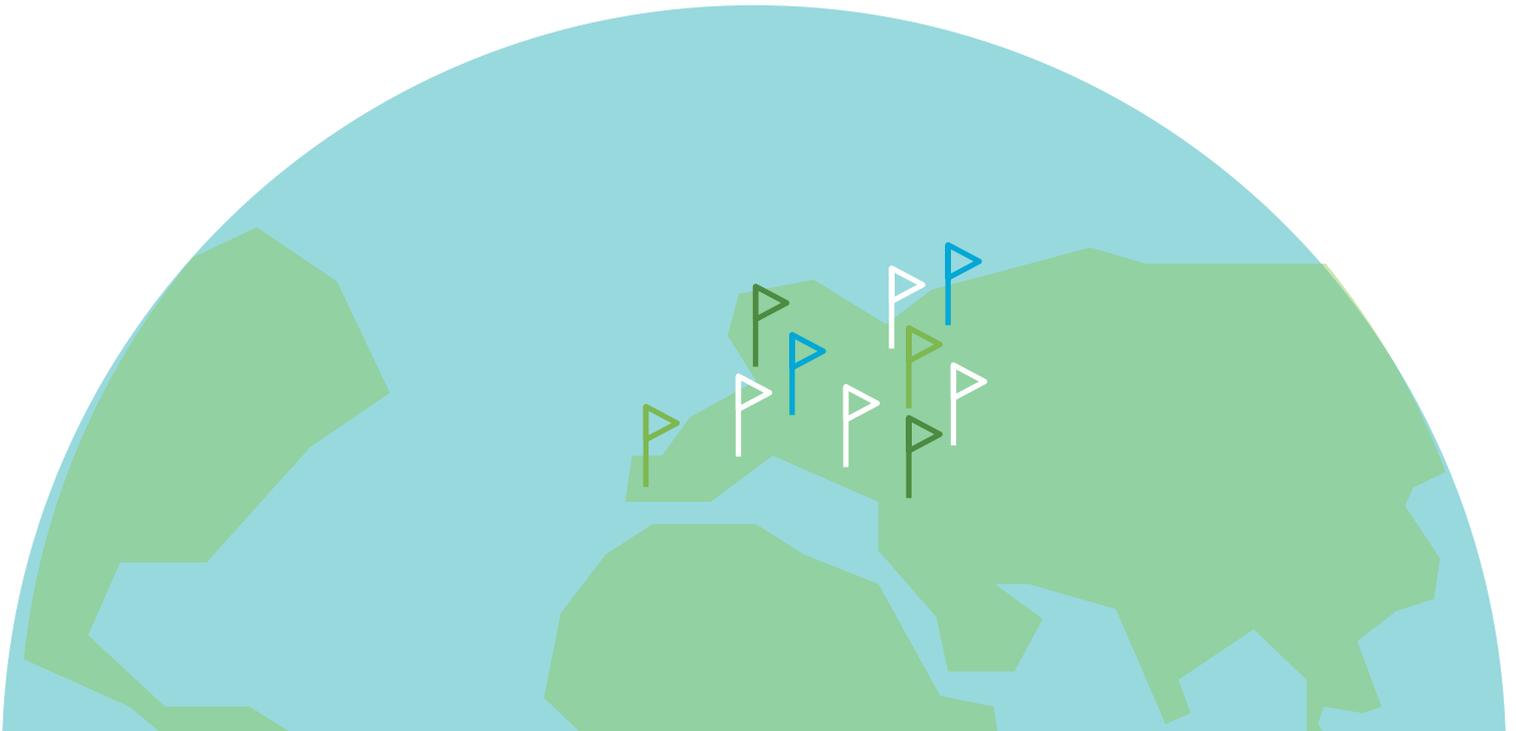
Note:

* The term "Integrated National Energy and Climate Plans" refer to plans designed at national level and aiming at defining how each country will fulfill its obligations linked to EU's 2030 climate and energy targets.

** National climate actions plans for 2020 are strategies setup to by each Member State to realize the objectives set by the Climate and Energy package (3x20).

Trade union involvement widely differs across Europe

In many cases, consultations take place through tripartite bodies, which may be permanent or created ad hoc. In some countries, these specific bodies involve trade unions together with all other interested parties. In France for example, the National Council for Ecological Transition (CNTE) is the forum for dialogue on ecological transition and sustainable development. Chaired by the minister for ecology, it brings together NGOs, social partners, experts, regional authorities and parliamentarians and provides critical advice on draft legislation relating to environment and energy. Other examples of large-scale forums have also been identified in Germany (consultations held in the framework of the Climate Action Plan 2050) and in the Netherlands (national and regional energy agreements). In some cases, trade unions are also consulted at the sectoral level, like for example in Belgium for the development of the 2050 scenarios. Finally, other forms of participation include advisory groups (Belgium, Denmark, Ireland, Swedish parliamentary expert group) conferences, specific workshops (Finland) and invitations to send written positions (Poland).



Trade union involvement still to be improved

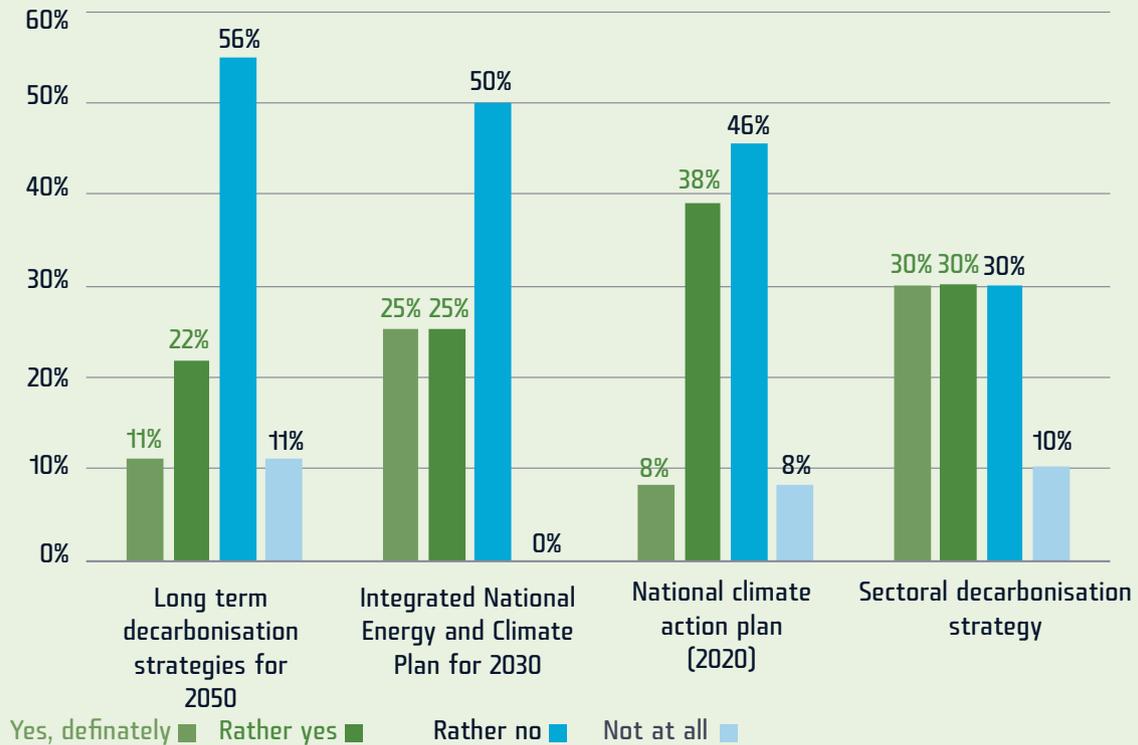
In some Member States, TUs are still not consulted on climate & energy policy issues. Trade union representatives from the United Kingdom, Greece and Malta have, for example, indicated that they have not been involved in discussions related to their national long-term decarbonisation strategies.

Furthermore, according to our survey, in more than half of the cases trade unions' proposals are not fully considered, or not considered at all. In certain countries, consultations have been described as a formality (Finland). This can be partially explained by the fact that the level of involvement of trade unions is often linked to the national culture of social dialogue and may differ depending on political circumstances (like in Poland for example).

It is important to note that trade union's participation is considered to be the most effective at the sectoral level. According to our respondents, their positions are partly or fully taken into account in 60% of cases. Trade unions are “on the ground”, have a deep knowledge of their sectors and companies and can provide very concrete and effective solutions. However, the sectoral level is where trade union's consultation rate on green issues is the lowest (50%).



How do you assess the outcome of this involvement?
Were the trade union positions taken into account?



4. ECONOMIC DIVERSIFICATION AND INDUSTRIAL POLICY



The ambitious goals set by the Paris Agreement will entail an unprecedented social and economic transition in a relatively short period of time, as countries seek to adapt and restructure towards “greener” systems of production and consumption. This transition process can be an important vehicle for technological progress, economic prosperity and job creation but also for social innovation.

To be successful, it will however require strong, stable and coherent industrial policies aiming at supporting developing sectors, as well as more traditional industries which are essential to the European economy and can be an important driver for the implementation of more effective and sustainable production processes.

How will it impact the workforce?

At the macroeconomic level, the switch to a low-carbon economy is expected to have, after an initial cost, an overall small but net positive effect on employment and economic growth over the medium and long term⁷. Despite this, the shift may lead to important differences between sectors as well as well as between regions, depending on their economic specialisation.

Greening will affect many economic sectors and will lead to the creation of entirely new occupations. The transition is expected to benefit companies operating in the environmental sectors in particular.

⁷ The European Commission evaluation of the employment impacts of the EU 2050 road map for example predicts a slight increase in GDP (2-3%) by 2050 compared to the baseline as well as an increase in employment levels ranging from 0 to 1.5% depending of the scenario.

Investments in renewable energy and in energy efficiency will create jobs in basic manufacturing, engineering, transport equipment, utilities, construction, and their supply chains. In the EU, the overall employment in the so-called “eco-industries” is already estimated at 1-2% of total European employment (4.2 million jobs)⁸. In some countries (such as Germany and the United States), the size of the environmental sector is already larger than the aerospace and defence industries. Some sectors are experiencing very strong employment dynamics (renewable energies, heat and energy saving equipment, waste management). This development should continue in the coming years. According to the Commission, the renewable energy sector has the potential to create 3 million jobs by 2020⁹.

The transition is also expected to create some new risks, for example in carbon intensive industries. These risks could consist of lower demand for certain products, higher investment needs to cope with tighter environmental standards as well as with a higher carbon price. At international level, the competitiveness of EU companies may be hampered, reinforcing the risk of carbon-leakage. In some sectors, the development of new technologies may lead to a higher degree of automatisisation of production processes, which in turn reduces the need for workers. If these risks are not properly managed, they can result in restructuring processes, collective redundancies or even plant closures.

Last but not least, the transition may also impact the quality of jobs. The shift will stimulate demand for high skilled jobs but also for medium and low skilled ones, which may mean poorer working conditions and more occupational health and safety risks. In the same way, the transition might also imply a shift towards a more fragmented economic system where collective agreements and trade union representation are weaker.

⁸ Source : Eurostats

⁹ COMMISSION STAFF WORKING DOCUMENT Exploiting the employment potential of green growth SWD/2012/0092 final

Recommendations

Low-carbon industrial policies are a key condition for the implementation of just transition frameworks. Worker's organisations should:

1. Promote industrial policies

Promote the adoption of integrated industrial policies that are consistent with sustainable development goals, providing industry with clear strategic objectives, a stable regulatory, financial, fiscal and legal framework and allowing for the creation of green and decent jobs.

3. Promote investment in green technologies

Promote European and national public and private investment in green technologies through European R&D programs (e.g. Horizon 2020, Research Fund for Coal and Steel, new Innovation Fund built by the new ETS Directive), as well as the creation of European technological platforms dedicated to low & zero carbon technologies. Promote the participation of trade unions in the governance of these funds and institutions.

2. Promote technological innovation and R&D investments

Promote policies fostering technological innovation and R&D investments in clean energy, energy-saving technologies, greener and more efficient industrial process, in particular in energy intensive industries. These policies should have both an offensive dimension aimed at spreading the use of low-carbon technologies to cope with the challenges raised by non-EU countries aggressive and ambitious low-carbon industrial policies, and a defensive dimension aimed at protecting EU industry against the risk of carbon-leakage.

4. Promote economic diversification

In regions and industries most affected by the transition, promote economic diversification as well as the adoption of policies and measures that will allow a just transition for workers, favour investment in growth sectors, promote technological innovation and provide the means (financial, social) to ensure a just transition for workers. Here, action can also be taken through the “coal regions in transition” platform¹⁰.

¹⁰ <https://ec.europa.eu/energy/en/events/conference-coal-regions-transition-platform>



Boosting European industries' transformation and creating decent jobs in a green and low-carbon economy¹¹



SWEDEN

The climate policy framework

(Consists of three pillars: Climate Act, climate goals and a climate policy council)

Adopted in June 2017

The climate policy framework sets out an ambitious objective of zero net emissions of greenhouse gases by 2045. The strategy was elaborated by the Cross-Party Committee on Environmental Objectives and various actors have participated in the debates, including trade unions. In parallel, over the past years, numerous R&D projects on low-carbon technologies in various sectors (transport, metal industry, chemicals), have been initiated, especially at the regional level. For example, the Norrbotten Province is home to several projects in the metallurgical and transport sectors:

- **Within the framework of ULCOS**, the metal company LKAB built an experimental blast furnace, aimed at conducting research on top gas recycling. The work has helped to identify a potential reduction of 24% in emissions associated with the process, and a 76% reduction in the case of carbon capture.
- **The Stepwise project**, financed by the European Horizon 2020 program, has led to the construction of a plant converting gas from blast furnaces into hydrogen and nitrogen-rich fuel at the Swerea MEFOS site. The STEPWISE project aims to decrease CO₂ emissions from the steel making process from about 2 tCO₂/tsteel to below 0.5 tCO₂/tsteel by removing CO₂ from Blast Furnace Gas. The overall objective is to secure jobs in the highly competitive European steel industry, a sector employing 360,000 skilled people with an annual turnover of €170 billion.
- In the transport sector, the most significant project was the **Swedish Centre for Gasification**. Using thermochemistry, its objective was to produce a synthetic gas from wood or black liquor (a residue from the timber and paper industry) which, after cooling and treatment, can be converted into biofuel and used to generate energy and heat, as well as renewable chemical products.

¹¹ For more examples of trade union initiatives aiming at implementing a Just Transition for the workforce, please see the ETUC website.



ITALY

Novamont

An Italian company from the chemical sector

Created in 1989

Novamont's main products are biodegradable and compostable bioplastics (used for example for the production of plastics bags or pens), biolubricants and greases (for machinery and industrial processes) as well as biocosmetics. The company's economic model is based on the circular economy, the use of renewable sources (instead of fossil based ones) and on the regeneration of local areas. Four Novamont biorefineries are based in rejuvenated former industrial sites that have been decommissioned or were no longer competitive. In the production process, they use local raw materials such as low-input crops, waste, etc. An essential component of the company's research activity is the identification of autochthonous crops which can be cultivated in marginal and non-irrigated lands, making the most of the specific features of the land and increasing the fertility of the soil, while at the same time maximising the use of waste. In 2016, the company had a turnover of €170 million and was employing more than 600 workers, 20% of whom were working on Novamont R&D activities.

2016

170M€

Turnover

600+

Workers

20%

R&D

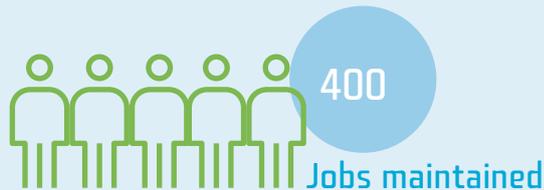


FRANCE

Vénissieux transport equipment plant (Bosch group)

2009

The German Bosch group decided to close its Vénissieux transport equipment plant (France) following a sizable trade union mobilisation, discussions with the board (including at the European Works Council) and with the help of various partners (including an external expert (Syndex) and regional public authorities), the decision was taken to set up a commission composed of company representatives and national and local trade unions. **The aim was to find a solution to maintain employment on site** (search for an external partner, alternative production). After a year of work, the decision was taken to transform the factory into a solar panel manufacturing plant and workers were retrained. In all, 400 jobs (out of 900) were maintained on-site. Unfortunately, in 2017, PV manufacturing activities came to an end in Venissieux mainly due to the crisis of the PV-cells industry within the EU.



5. SHIFTING SKILLS



The transition towards a low-carbon economy is expected to have very strong implications in terms of competences and skills. Potentially, it may affect a great number of workers, raising the need for new skill profiles, lowering the demand for others. Ensuring a just transition will require an adaptation of vocational and educational systems but also active labour market policies targeting employment creation, training and life-long learning.

- **The green transition brings about the emergence of entirely new professions.** Companies must have the necessary skills at their disposal to develop their economic model. The recruitment of a qualified workforce is a key condition for innovation and competitiveness. Despite that fact, in numerous sectors skilled workforce shortages have already been identified, delaying or hindering the transition process.
- **The introduction of new regulations, the development of new technologies or new products will lead to a progressive greening of all economic sectors.** This will affect numerous existing occupations, the kind of skills they require as well as work organisation. It will also reduce the demand for certain skill profiles. These evolutions call for an adaptation of qualification standards, training course contents, as well as the development of the lifelong learning process. From the workers' point of view, the acquisition, updating and development of relevant skills is the most effective way to guarantee their employability and therefore to find and/or keep a job¹².
- In regions dependent on carbon-intensive activities, **the transition process creates challenges in terms of requalification and redeployment of workers**, (from declining sectors to growing sectors). Occupations corresponding to the aptitudes of the people to be redeployed are yet to be identified. Workers from the conventional energy sector, for example, are much more difficult to retrain for the wind power sector than shipbuilding workers.

¹² It is a major issue. According to Cedefop 2015 European skills and jobs (ESJ) survey, 30% of European employees have qualifications that do not fit well with those required by their job, while 45% of adult workers in the EU believe that their skills could be better developed or made use of at work.

Recommendations

Trade union organisations can play a crucial role in evaluating and anticipating needs linked to the transition towards a low-carbon economy. In the workplace, they participate in the identification of needs and play an awareness- raising role among workers, promoting changes in behaviour and awareness in particular of the importance of a lifelong learning process. Through different levels of formal or informal dialogue (European, national, regional, local and sectoral), they anticipate the forthcoming changes and foster regular information flows into education and training systems and participate in the definition of political objectives on training and employment¹³. In carbon intensive regions, they participate in the definition of solutions aiming at minimizing the social impacts of the transition.

To favour a just transition for the workforce, trade union organisations should:

1. Promote the development of national training strategies

Based on European and national low-carbon industrial policies, promote the development of national training strategies and call for an early adaptation of education and vocational training systems and programs, to favour job creation and better exploit the opportunities created by the decarbonisation process.

2. Negotiate agreements aiming to map the skills needs

At sectoral and company levels, negotiate agreements aiming to map the future evolution of skills needs and promoting life-long professional learning, particularly in primarily affected sectors such as the construction, transport, automotive, energy and manufacturing industries. They should also promote the creation of sectoral skill councils. Part of these measures can be financed through European funds such as the EFS as well as by national resources linked to EU ETS.

¹³ See ETUC, BUSINESSEUROPE, CEEP, UEAPME, Skills needs in greening economies, 2014. <https://resourcecentre.etuc.org/Skills-needs-in-greening-economies-102.html>

3. Use ETUC guide on “Restructuring and collective competences” for collective negotiations

Use and deploy the ETUC guide on “Restructuring and collective competences” as a toolbox for collective negotiations within the context of vocational training programs and the development of skills in general¹⁴ ¹⁵.

5. Identify both challenges and opportunities

In sectors and regions that are the most affected by the change, identify both challenges and opportunities linked to the decarbonization process and promote initiatives aiming at retraining and relocating workers in developing sectors. In countries with a GDP per capita below 60% of the EU average, these measures can be financed in particular through the newly created EU ETS European Modernization Fund as well as by national resources linked to EU ETS.

4. Use information and consultation mechanisms

Within companies, at both European and national levels, use information and consultation mechanisms to better anticipate strategic, economic and technological changes and their impact on competences and skills, monitor the company’s training policies, press for the inclusion within Corporate Social Responsibility reports of the efforts made by the company to train or retrain workers in relation to climate and energy policies.

¹⁴ https://www.etuc.org/sites/www.etuc.org/files/CESguideRestruc-EN_1.pdf

¹⁵ See also, ETUC, Revisiting restructuring, anticipation of change and workers participation in a digitalised world; https://www.etuc.org/sites/www.etuc.org/files/publication/files/revisiting-restructuring-en_new2.pdf



Anticipating skills, enhancing employability



FRANCE

Paris' green urban development plan (ECECLI)¹⁶

the French region of Ile-de-France started the planning of the construction of a new transportation network for greater Paris.
2017

The project, known as “**The Grand Paris project**”, was accompanied by an ambitious green urban development plan. In total, investments in transport infrastructure, buildings and rehabilitation works have been evaluated at €26 billion. During the process, several organisations, including trade unions, have pointed out the lack of a social part in the regional development plan and the absence of an evaluation of the potential impacts of the plan upon jobs, skills and qualification needs. Following that, a consortium of experts (Fondaterra-Syndex) was setup to conduct a prospective study on these issues, with a specific focus on five sectors (transport, automotive, water management, energy and waste). Its aim was to anticipate changes and to inform the social partners' and the public authorities' strategies for action in terms of human resources policy for employment development, skills and training. The work has resulted in a set of recommendations and actions designed to accompany developments.



¹⁶ <http://www.driee.ile-de-france.developpement-durable.gouv.fr/publication-de-l-etude-prospective-ececli-35-a2166.html>



BULGARIA

Development of workforce competence assessment system by sectors and regions

between 2009 and 2014

The **Bulgarian Industrial Association** carried out, in cooperation with the trade union confederations CITUB and Podkrepa, a project entitled “**Development of workforce competence assessment system by sectors and regions**”. This project, linked to the European Commission initiative on the establishment of a European classification of skills and occupations (ESCO), led to studies being conducted on 40 sectors and the identification of numerous profiles linked to the ecological transition. The final objective was their integration into standards in force for existing secondary education, university programs and training modules¹⁷.

40 Sectors



DENMARK

Lindø Offshore Renewables Centre (LORC)



An important retraining and reskilling program was set up following the closure of several shipyards, with the support of trade unions. This program led to the creation of the **Lindø Offshore Renewables Centre (LORC)** and an R&D and training centre, in which the technologies associated with offshore wind energy can be tested and produced. Trade unions are closely associated with the management of the centre, as the LORC council includes representatives of Danish trade Unions organisations¹⁸.

¹⁷ <https://en.mycompetence.bg>

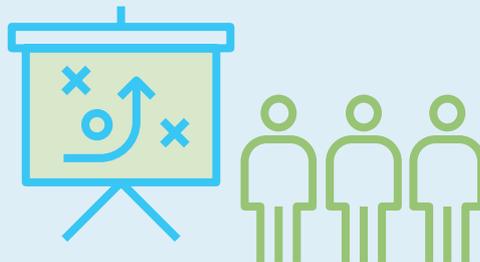
¹⁸ <http://www.lorc.dk>



PORTUGAL

Adapting the vocational training system in Portugal

In Portugal, to favour the development of the environmental sector and help the country to achieve its sustainable development objectives, the National Qualification framework as well as the national catalogue of qualifications will be adapted. The national **Agency for Qualifications and Professional Education (ANQEP)** has created new “competence standards” linked to jobs created by the green economy (renewable energy, environmental management, etc.) as well as new short training modules aiming to adapting the competencies of workers whose job content may be influenced by climate related regulations. Following this, the **Institute for Employment and Vocational Training (IEFP)** was entrusted with the task of adapting the contents of vocational education and life-long learning programs. As the governance of the Portuguese qualification system is tripartite, trade unions, such as the CGTP-IN¹⁹, an organisation very active on green employment issues, have been linked to the process and asked to give an advisory opinion.



¹⁹ See for example the Campaign for climate jobs at:

<http://www.globalclimatejobs.org/wp-content/uploads/2017/10/Empregos-para-o-Clima-relatório-completo.pdf>

6. GOVERNANCE AND INDUSTRIAL RELATIONS



The implementation of the Paris agreement requires ambitious climate policy planning and the design of mid and long term decarbonisation strategies. Such strategies will provide the means to address the complex, interdependent, structural and long-term challenges posed by climate change. They play a technical role in the policy process by defining targets and scenarios, and identifying strategic choices, their implications and risks. They also serve as a benchmark against which policy and progress can be evaluated and adjusted over time. Finally, plan-making can also serve as a tool that guides a process of building stakeholder consensus, as it can help to resolve potentially significant conflicts between stakeholders.

The participation of trade unions in the definition of mid and long-term decarbonisation strategies is crucial in order to ensure a just transition for workers. As indicated by the ILO guidelines on a just transition, “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 (...), eradicate poverty and promote social justice by fostering sustainable enterprises and creating decent work for all”.

Trade union participation in the policy-making process is foreseen at both international and EU levels. At present however, there is no predefined institutional framework that would govern this participation. Forms of trade union involvement widely vary between the different Member States. Furthermore, although this participation is on the rise, trade union involvement is still not as intense and effective as it could be and often depends on the national culture of social dialogue. Trade unions must act to make their participation more consistent and formalised. As indicated by the ILO guidelines:

- **Social dialogue must be an integral part of the policy-making process.** Adequate, informed and ongoing consultation should take place with all relevant stakeholders.
- **Institutional arrangements must be adapted** to ensure the participation of these stakeholders at all levels: international, national, regional, sectoral and local. The territorial dimension is particularly important. Regions and cities are at the forefront of the transition. They can influence the pace and the length of the decarbonisation process through their action over energy demand (transport policy, energy efficiency of buildings etc.) and energy production. Many of them are also dependent on highly energy intensive industries and the transition may severely impact their economies.
- **Consultations must include all key policy areas of the decarbonisation process** and in particular macroeconomic policies, industrial, sectoral and enterprises policies, skills development, occupational safety and health, social protection, active labour market policies, as well as labour rights.

At EU level, trade union implication also involves the management of EU funds, which are one of the main policy tools supporting the transition²⁰. Since 2013, EU Regulation 1303/2013 containing common provisions on ESI Funds strengthens their role by involving them in all stages of the planning, implementation, monitoring and evaluation of projects financed by ESI funds.

²⁰ Under the reform of EU Cohesion Policy agreed at the end of 2013, all Member States are required to allocate significant shares of Cohesion Policy funding to support the shift towards a low-carbon economy.

Recommendations

1. Push debates on the implementation of low-carbon strategies and policies

Push for the organisation of cross-sectoral nation-wide debates on the implementation of low-carbon strategies and policies (current and future NDCs, integrated national climate plans, climate and energy related policies), and the setup of institutional frameworks allowing trade unions' participation at all stages and all levels of the process: definition of the strategy, its implementation as well as monitoring and evaluation. At national and regional levels, promote the establishment of permanent consultation bodies on low-carbon policies that will allow trade union consultations on green issues to become institutionalised.

3. Foster effective social dialogue

At sectoral level, foster effective social dialogue through the creation of sectoral technical expert groups as well as through other various trade union or bipartite initiatives: publication of positions, employment impact studies, skills mapping, roundtables.

2. Promote the effective implementation of ESF, ERDF and ESIF

Promote the effective implementation of the partnership principle regarding the management of the European Structural and Investment funds (ESF, ERDF) as well as of European funds dedicated to the implementation of the European Investment Plan (European Fund for Strategic Investment (ESIF) managed by the EIB).

4. Promote the establishment of dialogue

At regional level, promote the establishment of dialogue between all the relevant stakeholders and regional authorities to better identify and manage the social impacts of regional industrial and environmental policies.

5. Extend the scope of collective bargaining

At sectoral and workplace levels, extend the scope of collective bargaining to green transition issues to discuss the impact on employment and wages of the decarbonisation process and the impacts on skills needs and health and safety at work.



The low-carbon transition and social dialogue



GERMANY

The government adopted the Climate Action Plan 2050²¹

March 2016

It sets an emissions reduction pathway with a final target of 80 to 95 percent lower greenhouse gas emissions compared to 1990 by 2050. It defines concrete measures in seven areas of action, namely energy, buildings, transport, trade and industry, agriculture and forestry. This long term-plan was drawn up through a broad consultation process and separate dialogue events were held with the Länders, municipalities and associations (social partners, NGOs). After two rounds of consultations, in March 2016, a stakeholder committee processed the outcomes and presented a catalogue containing 97 proposals for measures that were considered by the German government when drafting the Climate Action Plan. Following the consultations, the German government announced its plans to carry out a comprehensive sectoral impact assessment and discuss results with the social partners. It also announced the creation of a commission for growth, structural change and regional development, working with all above mentioned partners with the aim of developing a mix of instruments targeting economic development, structural change, social compatibility and climate action. This includes the investments required in sectors and regions affected by the structural change and the financing of these investments.



²¹ http://www.bmub.bund.de/fileadmin/Daten_BMU/Download_PDF/Klimaschutz/klimaschutzplan_2050_kurzf_en_bf.pdf



POLAND

Independent economic expertise: a key tool of social dialogue

2009-2010

NSZZ “Solidarność”, OPZZ and Syndex carried out an expertise and training project entitled “**Independent economic expertise: a key tool of social dialogue**”²³. The project, which was financed by European Social Fund, included 330 participants and 33 companies. Its main objective was to support trade union and work councils’ members in the fields of financial and strategic analysis and implementation of employees’ information and consultation rights. The project included several companies from the industrial and energy sectors and helped workers’ representatives to understand the concrete strategic, economic and social implications for their company of the adoption of climate related regulations.



GREECE

Agreement on a just transition and climate change

March 2018

Social partners (**Greek General Confederation of Labour (GSEE), Greek Confederation of Trade and Entrepreneurship (ΕΣΕΕ), Hellenic Federation of Enterprises (SEV), Hellenic Confederation of Professionals, Craftsmen & Merchants (GSEVEE), Greek Tourism Confederation (SETE)**) signed an agreement on a just transition and climate change. This agreement first asks for one seat for employers and one seat for trade unions within the National Council for Adaptation to Climate Change. Secondly, signatory parties will work together to develop policies and actions to address the impacts of climate change in the country, in particular those relating to the transition of enterprises and workers to a low-carbon economy, a process that is necessary, given the commitment of the country to the UN Sustainable Development Goals (Agenda 2030). The parties accept the need for a just transition for workers into a low-carbon economy, with support for redeployment, retraining and re-skilling when needed.

²³ <http://www.solidarnosc.org.pl/pl/twoje-prawa-i-pieniadze/twoje-prawa/dialog-spoeczny/rady-pracownikow>

7. SOCIAL PROTECTION



A low-carbon world is within our reach, but it will require universal sectoral and economic transformations on a scale and at a speed faster than any in human history. Undoubtedly, the decarbonisation process will have some disruptive effects. As underlined in the ILO's Decent Work Agenda, social protection is a fundamental human right and ensuring a just transition raises the need for adequate and efficient protection measures (unemployment benefits, health insurance, social benefits, retirement, etc.), that will protect affected workers and target social inclusion and the eradication of poverty²⁴.

As already underlined, the decarbonisation process may affect carbon intensive industries. These sectoral implications can result in restructuring or collective redundancies, sometimes even in bankruptcy, putting jobs and private pension schemes (stranded assets) at risk. This, in turn, can also engender negative effects on regions where energy intensive industries and / or coal mining account for a significant share of their regional economy. In Europe, the difficulty is reinforced by the fact that these industries account for a relatively higher share of GDP and employment in countries where living standards are already below the EU average. In the new Member States (EU-10) for example, more than 20% of all employees are working in the top 15 emitting industries (compared to 10% in Western Europe). The situation is somehow comparable in some southern European Member States, such as Greece or Portugal – countries which have been severely hit by the crisis and where energy intensive industries play a crucial role²⁵.

²⁴ <http://www.ilo.org/global/topics/decent-work/lang-en/index.htm>

²⁵ European Commission staff working document "Exploiting the employment potential of green growth - SWD/2012/0092 final

The transition process goes hand-in-hand with increased environmental standards, the development of modern low-carbon technologies as well as, most probably, a higher carbon price. These evolutions can have adverse effects on the incomes of poor households, increase vulnerabilities and inequalities, as they may lead to higher energy and commodity prices²⁶. According to the European Commission, almost 11% of the total EU population – around 54 million people – is already affected by energy poverty²⁷. Decarbonisation might also have impacts over the quality of jobs (see above).

Finally, EU companies and workers may be affected by the effects of climate change such as cyclones, floods, drought, fires, season changes, threats to agriculture and more. Climate catastrophes and changing weather conditions can result in permanent or temporary business closures, unwanted relocation of businesses and displacement of workers, lower quality products or increased unemployment.

Recommendations

1. Promote the establishment of adequate social protection systems

In line with ILO guidelines on a just transition²⁸, promote the establishment of adequate social protection systems based on the principles of universality, equal treatment and continuity, providing healthcare, income security and social services. This can include the promotion of EU minimum social protection standards.

2. Promote the integration of adequate social protection measures into national climate change policies

Promote the integration of adequate social protection measures into national climate change policies including measures specifically targeting those who are going to be negatively affected, and in particular workers largely dependent on natural resources or facing major structural changes. Promote the assessment of energy poverty and the identification of vulnerable consumers to in drawing up appropriate measures, such as compensation for low income households that spend a significantly higher proportion of their income on energy and on energy intensive goods and services.

²⁶ See for instance the following report for the Netherlands: CE Delft, *Rechtvaardigheid en inkomenseffecten van het klimaatbeleid. De impact van het klimaatbeleid op de inkomensongelijkheid*, 2017.

²⁷ Insight_E, “Energy poverty and vulnerable consumers in the energy sector across the EU: analysis of policies and measures” – Policy report 2015

²⁸ http://www.ilo.org/global/topics/green-jobs/publications/WCMS_432859/lang--en/index.htm

3. Promote the adoption of appropriate mitigation policies

Promote the adoption of appropriate mitigation policies (energy efficiency, energy efficiency of buildings, development or renewable sources of energy, etc.). If properly designed these policies might have a positive impact on poverty and social inclusion²⁹. They can be financed by national but also EU funds such as the EU Regional Development fund (Trade unions are associated to its management), the European Fund for Strategic Investment (EFSI) or the newly created EU ETS modernization.

5. Trade unions and workers must evaluate the risk linked to stranded assets

In some cases, the adoption of decarbonisation policies can lead to a devaluation of assets held by companies (for example in the case of coal mines shutdown). These can negatively affect workers as it can lower their company value (and the value of the shares they hold) or impact the financial viability of private pension funds (as has been the case in the US coal sector). Trade unions and workers must evaluate the risk linked to stranded assets and anticipate them, for example by pushing for public (and / or private) guarantees.

4. Disseminate and use the knowledge produced by the European Energy Poverty Observatory

Disseminate and use the knowledge produced by the European Energy Poverty Observatory that was created in January 2018. This observatory will publish statistics and reports on an interactive web portal. It will also focus on the exchange of information and sharing of best practice among experts and policy makers. In addition to bringing together the disparate sources of data and knowledge that exist across the EU, the Energy Poverty Observatory provides some encouraging features, such as a 'Knowledge and Resources' section where best-practices, policy measures and training materials are shared, and a forum (open to all through a free membership scheme) enabling networking between a great variety of stakeholders and different governance levels.

²⁹ The new proposals of directives on energy efficiency and on the energy efficiency of buildings for example, made by the Commission in the framework of the "Clean energy for all package", include a range of measures aiming at addressing energy poverty through, for example, energy efficiency renovation, safeguards against disconnection and a better definition and monitoring of the issue at Member State level.



How can trade unions promote an adequate protection for workers?



GERMANY

Ruhr region in Germany (North Rhine-Westphalia)

This region has managed to progressively transform its economy passing from a coal and steel stronghold to a much more diversified economic model, specialized in environmental technologies.

By 2001

Jobs in the mining industry were just 10% (39,000) of the level they had been in 1960 (390,000), while the share of industrial workers in total employment was reduced from 61 to 33%. This transformation was long and complex (decline of coal and metal industry with no alternative industries), but a decisive breakthrough came in the mid-80s with the adoption of an industrial policy focused on environmental technology by the State of North-Rhine Westphalia. In parallel, firms such as RAG, Thyssen and Krupp diversified beyond coal and steel and invested in plant engineering, environmental technology and control services. Since then, the Ruhr has grown into the centre of environmental technology research in Germany and developed a comparative advantage in energy supplies and waste disposal. Social dialogue and co-determination played a strong role in the policy process during which four key policies areas were defined:

- (1) wage subsidies for the reintegration of the unemployed and those at risk of unemployment,
- (2) Labour market policy support for enterprise development,
- (3) Combined promotion of employment and infrastructure,
- (4) Integrated development of problematic urban areas.

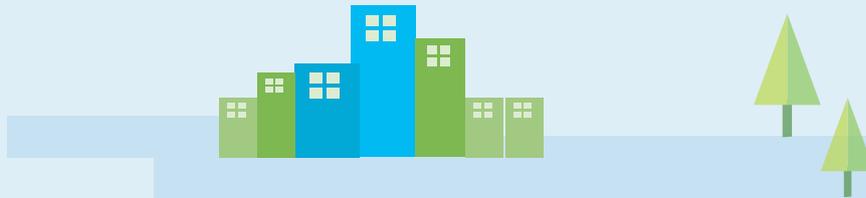
In 1993, social partners also signed an agreement guaranteeing a socially responsible approach to restructuring in the mining sector that allowed the design of a workers' relocation program, an early retirement scheme as well as a proactive plan to accompany workers into new jobs (vocational training centres in the Ruhr reached a placement rate of 80%).



Trade union FNV and Milieu Defensie

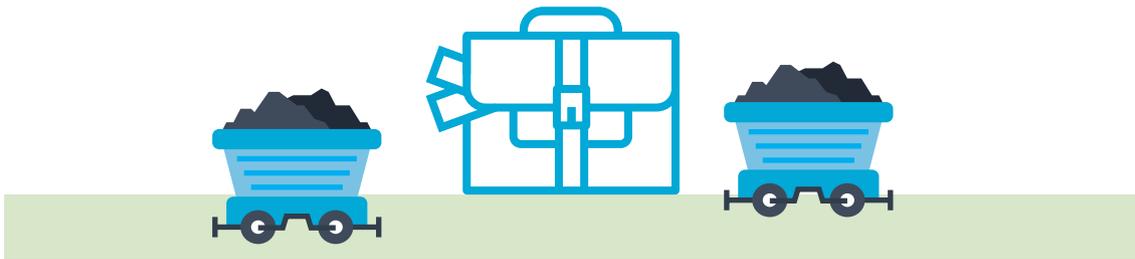
NETHERLANDS

The trade union **FNV** and **Milieu Defensie** – a green NGO – commissioned a study and agreed on a work plan dedicated to the distribution of costs and benefits of climate and energy policies amongst different socio-economic groups within society. One of the **main findings** of the report is that with the current system of climate policy in the country, **a household with a low income spends slightly more than 5% on costs related to climate policy**. That is about **3.5 times as much as a rich household**. If these costs continue to be distributed according to the current system of climate policy in the future, a low-income household will spend more than 17% of its disposable income on climate policy costs.



Stranded Assets: US coal workers' pensions

Stranded assets are “assets that have suffered from unanticipated or premature write-downs, devaluations or conversion to liabilities”. The risk of stranded assets can be caused by a variety of factors and is a phenomenon inherent in the ‘creative destruction’ of economic growth, transformation and innovation. In the case of the fight against climate change, coal and other hydrocarbon resources may for example have the potential to become stranded as the world engages in a fossil fuel phase out³⁰. This in turn creates risks for workers, in terms of job losses but also sometimes for their pension funds which may lose value³¹. As pointed out by the ITUC³², it is for example the case of US union miners, who are among the 10.4 million Americans with retirement funds tied to multi-employer pension plans – large investment pools. These have been historically considered low-risk because they do not rely on a single company for financing. Two recessions, industry consolidation and an ageing workforce have multi-employer funds facing a USD 400 billion shortfall. Dozens have already failed, affecting 94,000 participants. The US miners’ pension fund, co-operated by the United Mine Workers of America and the mining companies’ Bituminous Coal Operators Association Inc., relies on contributions from employers for about 20% of its income, with investment gains making up the rest. Fewer miners means lower contributions. If the coal industry closed entirely, there would be no contributions to the pension fund, and its collapse only a matter of time.



³⁰ <https://www.environmental-finance.com/content/news/stranded-assets-and-bankruptcy-threaten-us-coal-miners-says-s-and-p.html>

³¹ <https://cleantechnica.com/2017/04/18/danish-pension-fund-pka-divests-5-canadian-oil-producers-stranded-asset-risks/>

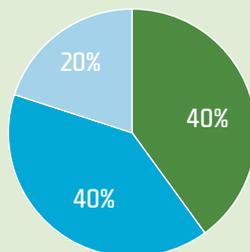
³² https://www.ituc-csi.org/IMG/pdf/ituc_climate_justice_frontline_briefing_2017.pdf

8. PREPARING AND MOBILISING TRADE UNIONS



How do you assess, in terms of resources, the ability of your organisation to participate in discussions linked to decarbonisation strategies?

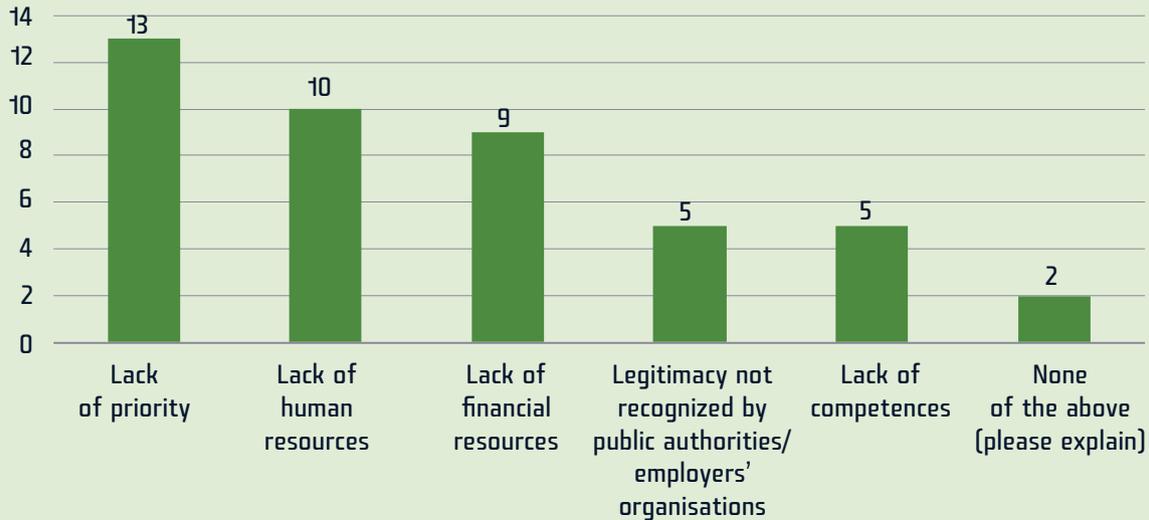
- Very good (0%)
- Rather good (40%)
- Rather not good (40%)
- Insufficient (20%)



For many years, with the rising importance given to issues linked to the greening of the economy, an increased involvement of trade unions has been observed. This participation is however still not as intense and effective as it could be: there are still Member States where TUs are not being consulted on climate and energy policy issues; additionally, in approximately half of the cases, proposals made by them are only partially or not at all considered. To improve that, strong trade union mobilisation and adequate internal capacities are needed. The results of our survey however clearly show that, in these fields, there is still room for improvement:

- When asked about the main barriers to their involvement in the design of long-term decarbonisation strategies, **the first obstacle** pointed out by respondents to our questionnaire is the **lack of priority given by their respective organisations to green transition issues**. The other identified main obstacles are the lack of human and financial resources.
- Furthermore, in **60%** of cases, respondents indicated that, according to them, **the ability of their organisation to participate in the discussions linked to decarbonisation strategies is either not good (40%) or insufficient (20%)**.

According to you, what are the main barriers to trade union involvement in the design of long term decarbonisation strategies?



Increasing trade union mobilisation and reinforcing their capacities in relation to the decarbonisation process requires actions at several levels. First, there is a strong need to raise awareness among trade union officers and provide them with training on issues related to the green economy to spread the idea of a just transition for workers at all levels. It is also necessary to develop trade union membership in companies in the environmental sector. These sectors are often composed of SMEs and workers may not benefit from the same level of protection as in more traditional industries where trade unions presence is more widespread. Finally, it is also useful to develop alliances or partnership with other climate actors, such as environmental NGOs, public institutions or employer organisations. These partnerships often strengthen support for demands, favour knowledge and experience sharing and share financial resources. They also show the proactive role trade unions can

play and demonstrate that they can be part of the solution.

However, developing trade union capacities and mobilising workers and trade union members may be expensive, and not all organisations can afford it. Various sources of financing are available at national and European levels. In the UK for example, the union learning fund (ULF) supports union learning projects and helps members to develop skills, achieve qualifications and promote lifelong learning opportunities within the workplace. At EU level, financing is available through four social dialogue supporting credit lines and the European Structural and Investment funds (including the ERDF & ESF). These funds aim to support the EU's climate objectives included in the Europe 2020 strategy. One of their priorities is also "enhancing institutional capacity of public authorities and stakeholders".

Recommendations

1. Make the transition towards a low-carbon economy a stable political priority

Make the transition towards a low-carbon economy a stable political priority for your trade union movement and develop a strategic vision on how to play a constructive and decisive role in that transition. Raise awareness among TU's officials, members and workers about the consequences of climate change and the effects of climate related policies throughout the world of work through specific awareness raising campaigns, leader's speeches, the publication of political positions, guides and studies, the organisation of events and seminars.

3. Join broader alliances

Join broader alliances involving other trade unions, employers' organisations, non-governmental organisations and / or national and local public institutions, that can help promote a just transition to a low-carbon economy and spread the trade unions perspective.

5. Develop and strengthen a network of TU's green representatives

2. Assess what is needed to participate in the climate governance

Assess what is needed to allow your organisation to properly participate in the climate governance of the process in terms of human resources, organisational and financial means. Increase trade union members abilities, at all levels, through specific training courses and exchange of experiences (these trainings can be financed through European and national funds). In particular, use the **European Trade Union Institute (ETUI)**³³ resources, which provide regular training for trade union officials and members on green issues³⁴. **The Just Transition Centre**, launched by the ITUC, in partnership with the ETUC, can also support affiliates in designing just transition strategies³⁵.

4. Promote trade union membership

Promote trade union membership in environmental sector companies through specific actions.

Develop and strengthen a network of TU's green representatives at the workplace level and involve workers in concrete actions aiming to reduce the environmental footprint of their company.

³³ <https://www.etui.org/Training>

³⁴ In Turin, the ILO International Training Centre also provides trainings related to climate policies and decarbonisation strategies, through its program "Academy on the Green Economy"

³⁵ <https://www.ituc-csi.org/just-transition-centre>



Raising-awareness campaigns



BELGIUM

RISE, BRISE and ASBL Arbeid & Milieu

In Belgium, **RISE** (Walloon Region), **BRISE** (Brussels Region) and **ASBL Arbeid & Milieu** (Flemish Region) are initiatives run by the trade unions and supported by public funding. They involve training and awareness-raising activities designed for trade union members on environmental and climate change issues.

RISE (Inter-union Network of Environment Awareness³⁶) was created in Wallonia in October 1996, and its main objectives are to offer support to trade union delegates on environmental questions and stimulate social consultation on environmental issues, to reinforce delegates' capacity for intervention, and to raise awareness among workers and their representatives about the environment. Various tools have been set up in the framework of technical support to delegates: training courses, awareness-raising sessions, games, TV broadcasts, inter-union forum, actions on the ground (pilot experiments) various thematic brochures, a practical guide on the environment for trade union delegates, a website, an advice service, an electronic information letter, etc. Inspired by RISE and tailored to the specific features of the socioeconomic landscape in the Brussels-Capital Region, **BRISE** (Brussels Region Inter-Union Network of Environment Awareness) was created in 2006 at the initiative of the unions (FGTB, CSC and CGSLB) with the support of Bruxelles Environnement and the Brussels-Capital Region³⁷. **ASBL Arbeid & Milieu** is a partnership founded in Flanders between an environmental protection association and the unions (ABVV, ACLVB and ACV) which seeks to contribute towards an economy and a society that are socially and environmentally responsible. A&M regularly organises debates, study days and round tables on social and environmental topics, disseminates information and carries out research projects delivering added value to trade union operation in businesses.

³⁶ <http://www.rise.be/qui-sommes-nous.htm>

³⁷ http://www.cgslb.be/sites/default/files/aclvb/Documenten/Regionales/Brussel/brochure_climatisation.pdf



Alliances and partnerships



Alianza por el Clima

SPAIN

La Alianza por el Clima³⁸ is formed by more than 400 organisations that represent the environmental movement (**Greenpeace, WWF and many more**), trade unions (**CCOO, UGT**), development / cooperation organisations, farmers and consumers organisations. The Alliance promotes the transition towards a renewable, efficient, sustainable and fair energy model that guarantees universal access to energy, through the development of collective proposals and the organisation of activities aiming to raise awareness on the need to implement measures to tackle climate changes among the citizens and the different political groups. In parallel Spanish unions have prepared concrete materials to raise their members' awareness as well as to strengthen their capacity to deal with the climate-related challenges in the world of work³⁹.



³⁸ <http://alianza-clima.blogspot.be>

³⁹ See: UGT "Afrontar el Cambio Climático: Retos y Oportunidades", 2017 ; and ISTAS (Instituto Sindical de Trabajo, Ambiente y Salud) proposes regular training on trade union action and the environment <http://www.istas.net/web/index.asp?idpagina=1235>



ITALY

The Climate coalition

The Climate coalition (“Coalizione Clima”)⁴⁰, founded in 2015, brings together **over 200 organisations** including service sector organisations, trade unions, businesses, schools and universities, as well as thousands of citizens. Its aim is to build joint initiatives and mobilisation actions to reach the maximum possible awareness on the fight against climate change and to reach a fair, binding and effective agreement to keep global warming well below 2 ° C. The Coalizione Clima is active at both national and regional levels. In Emilia-Romagna for example, the coalition (which includes the trade unions CGIL, CISL & UIL) was closely involved in the design of the Regional Energy Plan for 2030, which was developed through a participative process and sets out ambitious objectives, including a GHG emissions reduction of up to 80% by 2050 and a complete phase out of fossil fuels in the electricity sector. This participation has been ensured through the involvement in a regional debate (General States of the Green Economy) and the participation in several conferences and workshops. During the process, the Coalition formulated numerous proposals, including proposals aiming to ensure a just transition for workers of the sectors covered by the EU Emissions trading system and in mining sectors.



⁴⁰ <http://coalizioneclima.it>



Organising workers in the German renewable energy sector



Renewable energy is a fast growing industry

GERMANY

In Germany, renewable energy is a fast growing industry which already accounts for a significant share of the national economy⁴¹. As it is however often the case within developing sectors, workers representation has not grown as fast as the business and has remained underdeveloped compared to more traditional industries. In recent years, there were very few works councils or union structures. At the same time, local TU branches were often lacking personnel and competencies for organising workers.

To correct that, the German trade union IG Metall carried out a wide-scale mobilisation campaign from 2009 - 2014 targeting the most relevant companies in the sector, with a specific focus on the wind and solar industries. This campaign, which was divided into several waves, required the definition of a battle plan as well as intense preparation:

- identification of companies and mapping of contact persons
- setting up of an internal organisation: creation of dedicated TU teams, definition of specific action plans, coordination meetings, mobilisation of financial means, legal support from headquarters, etc
- organisation of wide-reaching communication campaigns, targeting for example local decision-makers
- as well as several actions at company level such as awareness-raising campaigns, gate picketing, home visits, one-to-one meetings, workers organisation, organisation of elections...

⁴¹ In 2016, according to Eur'observer, companies in the sector achieved a turnover of more than €35.5 billion, creating around 283 000 direct and indirect jobs.

In the end, the results exceeded expectations. According to IG Metall, the first wave of the campaign alone led to the establishment of IGM as THE union in the sector. The campaign allowed for the creation of **20 new works councils**, the election of **150 Shop Stewards** for the first time in the industry, the signature of several collective bargaining agreements as well as the recruitment of **1500 new members**. Trade union membership developed in several companies in the sector which were previously closed to trade unions, such as the wind energy leader Enercon.

20

work councils

1500

new members

150

shop stewards

A GUIDE FOR TRADE UNIONS

Involving trade unions
in climate action to build
a just transition

CONFEDERATION
SYNDICAT
EUROPEAEN
TRADE UNION

