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Green Change Management Plan



Introduction

The climate and energy transition is one of the biggest challenges that European Union countries are facing today. The pursuit of climate neutrality and independence from the import of fossil fuels, especially from politically unstable regions, is an attempt to respond to the worsening effects of climate change, as well as to geopolitical threats arising from the geopolitical context. At the same time, it involves profound changes to the structure of the economies that will have significant consequences for millions of workers – especially in the sectors dependent on fossil fuels and energy-intensive industries.

In this context, the voice of workers and their representatives – trade unions – cannot be overestimated. Their participation in the processes of planning and implementing climate policies is a prerequisite for a just transition. Disregard for the workers' perspective will translate into social resistance, deepening inequality and a decline in trust in public institutions. It is undeniable that the transition will entail the loss of certain jobs, changes in the quality of employment, and the emergence of new industries and plants.

The Green Change Management Plan was developed in response to the need to strengthen employee participation in the green transition-related processes. It is based on the experiences and analyses of the participants of the project entitled "GTA – Enhancing Employee Engagement in Enterprises to Anticipate and Manage Change Caused by Green Transformation," who represent workers' and employers' organizations from six European countries. The plan both identifies the key issues and offers recommendations applicable to various national and sectoral contexts. These proposals were developed based on studies, good practices, experience sharing and discussions held during the GTA project.

The implementation of individual recommendations is possible at the national level of specific countries, but to ensure successful transition across Europe, it is crucial to foster an ongoing and active exchange of opinions on the issues raised by workers' representatives. Such exchange may take place using the existing fora, such as the Just Transition Committee of the European Trade Union Confederation, but bottom-up opinion sharing outside of such bodies are also important. One of the platforms fit to serve this purpose is the network of EGWPAN advisors established during the project, which, thanks to the contacts established between participating trade unions and employers' organizations, can successfully continue further mutual exchange of experience.

A similar position is expressed by employers, who need to face the risks and burdens arising from the green transition. Transitioning to a more sustainable and greener model of the economy requires a tremendous amount of investment and thoughtful strategies depending on the industry, company size and local regulations. That causes major concerns are the costs of investments in green technologies, infrastructure upgrades, environmental audits or the purchase of certificates and CO₂ fees. New formal and legal requirements, such as ESG reporting, are also burdensome. From a management perspective, organizational and personnel responsibilities are crucial. To prepare workers for today's challenges, it is necessary to provide them with training on new technologies, environmental procedures, safe handling of new materials, and the emergence of green jobs. Employers must adequately prepare their own staff for the changes that are inevitable in their businesses, especially in the employment structure. In consequence, the success of the green transition depends on employee participation. Active participation of employees in decision-making processes and protection of their interests should be a given to make sure that the transformation can be transparent and fair.

Employee involvement in green transition – key issues and recommendations

PROMOTION OF KNOWLEDGE-BASED ACTIONS – EDUCATION AMONG EMPLOYEES

From the point of view of workers and unions, it makes no sense to undermine the scientific consensus on climate change. The facts are clear: the climate is changing, and human activity – especially greenhouse gas emissions – is a major factor intensifying this process. Challenging scientific findings in this regard does not serve the interests of workers, as it deflects attention away from the real challenges and opportunities, as well as some threats, posed by the climate transition. And the challenges are indeed numerous, including changes in the energy production, the industry, transportation, services as well as the functioning of households, not to mention transition and climate-change related geopolitical changes in the world.

At the same time, we must admit it clearly: climate policies are not an exact science. This is an area where policy and regulatory decisions should be subject to broad public consultation – including negotiations with workers and the unions that represent them. This is the only way to ensure a just transition that leaves no one behind.

That is why it is so important to disseminate reliable knowledge among employees about the specific effects of regulations under the European Green Deal. Importantly, this knowledge should be shared without scare-mongering, but also without excessive optimism. Transformation brings both challenges and opportunities, and if handled poorly it can be a threat. It is only by honestly presenting both sides of the coin that can you build trust and get ready for the change.

However, it is not easy to keep up with all the regulations and reforms implemented as part of the Green Deal, especially given the sheer quantity of new legislation coming out in a short period of time. The difficulty in understanding these rules makes societies – including workers – susceptible to misinformation. This disinformation is deliberately amplified by third countries, as confirmed, among others, by NATO reports. The aim of such actions is social destabilization and undermining trust in democratic institutions and transformational processes, which does not serve the interests of workers.

This is why reliable, accessible and credible information shared directly with union members is so important. And this is the very purpose of the database of educational materials and training modules developed as part of this project “Enhancing Employee Involvement in Anticipating and Managing Green Transition-related Changes – GTA.”

Our GTA project base offers a good starting point for sharing information about the green transition from the workers’ point of view, but there are many other materials that are also worth using. For years, trade unions and international organizations have been developing content to spread awareness of the climate transition and its impact on workers. IndustriAll Europe, in its documents such as “Climate Change and Industrial Policy” and “A Trade Union Guide to Just Transition”, emphasizes the role of trade unions in shaping a just transition, pointing to the need for investment in green technologies, social dialogue and employment protection. In its position on the European Green Deal, the European Trade Union Confederation (ETUC) points out that climate action must go hand in hand with securing workers’ rights, creating jobs and involving unions in decision-making processes. The ETUC report on union involvement in climate action includes some examples of good practices from across Europe. On top of that, the International Trade Union Confederation (ITUC), through the activities of the Just Transition Centre, publishes analyses of the implementation of just transition

around the world. The report, “Just Transition – Where are we now and what’s next?” outlines specific strategies and actions taken by unions in various countries. The International Labor Organization (ILO) has developed “Guidelines for a Just Transition”, a universal policy framework that links environmental goals with workers’ rights. In its “Greening with Jobs” report, ILO discusses the potential for creating green jobs and identifies the sectors that stand to gain or lose the most from the transition.

The European Trade Union Institute (ETUI) plays a key role in analysing the social impacts of the climate transition and providing trade unionists with tools to better understand these processes. ETUI regularly publishes reports, analyses and guides on just transition, green jobs and the challenges of industrial decarbonization. One of its key publications is “Climate action and social justice: trade unions in the just transition”, which presents the experience of trade unions from different countries and sectors in transition processes. ETUI also develops training and educational materials to support union members in engaging in climate policies and negotiations at the workplace level. The Institute emphasizes that the transition must be managed in an inclusive way, based on knowledge and social dialogue, in order to be truly just and effective.

Recommendation:

Workers’ representatives focusing on the issue of green transition should actively use available studies and documents such as those mentioned above as well as country-specific materials. They provide valuable insights into the impact of climate policies on the world of labour and the role of trade unions in shaping a just transition, offering a perspective that often differs from the prevailing national discourse. The key is to transfer this knowledge in an accessible and understandable form to union members, organize training opportunities and workshops, and create materials tailored to the national context. It is also worthwhile to actively solicit funding for the translation of such resources, which are often only available in English, so that they can be used by everyone, regardless of their foreign language skills. It is important for employees to be able to form their own opinions about the transition and its causes using verified sources that take their interests into account. It is also crucial to build the capacity of employee organizations so that they can develop their own green transition-related resources or are able to outsource this work to academic and research institutions, ensuring that the output take account of the local or industry context.

SOCIAL DIALOGUE AND COOPERATION BETWEEN EMPLOYERS AND EMPLOYEE REPRESENTATIVES

According to employers, the success of the transition depends on preparing the employees for the upcoming changes and their effects. It is reasonable to involve them in the transition planning process, and to consult them on the direction and pace of activities. Building awareness increases the level of acceptance, mutual understanding and the need to protect interests and shared responsibility. By ensuring better alignment of the implemented solutions and the work environment, we reduce the risk of protests or dissatisfaction across all levels, national, industry or company-wise. Workers should participate in discussions held by employers' organizations in order to understand the complexity of the issues inherent to green and just transition. As an example, it is worth citing the positions of BusinessEurope – the main representative of employers' organizations in Europe – which emphasize the importance of sustainable economic growth that takes into account both environmental and social aspects.

Recommendation:

Employers should share knowledge and inform employees about the challenges inherent to green transition, the success of which is in the interest of all of us. Achieving climate neutrality in the EU by 2050 is a laudable political goal requiring sweeping reforms, massive investment and the involvement of social partners. A broad information and education campaign is needed to help build environmental awareness in the workplace, emphasize shared responsibility for the future, and point out that the transition is not just about costs and burdens, but also an opportunity for building new competencies, creating innovative jobs and achieving more sustainable development. Only informed labour market participants will be ready for actual, not only apparent changes, especially in the sensitive sectors of the economy, such as energy, industry, transportation, construction.

Employers need support and approval for the actions imposed on them. In the face of dynamic regulatory and environmental changes, they need not only financial tools, but also the understanding and cooperation of employees. They expect openness, responsibility and a willingness to expand knowledge together in order to seek the best solutions. For the transition process to be effective and just, dialogue is essential. It must be based on mutual respect, transparency of actions, open communication and a participatory approach to planning. A good practice that confirms the actual involvement of social partners is the establishment of the so-called green committees, task forces for the implementation of the Green Deal, and consultative (implementation-focused) teams.

Information sharing by employers must be based on the reliability and clarity of communications, regardless of their position and the impact on employees. It is particularly important to clarify why changes are necessary (e.g., due to new EU regulations, customer pressure, ESG) and how they can affect the company's health and its capacity to maintain its market position. It is crucial to share a complete message that includes both positive news (e.g., about new investments, job creation) and potential risks (e.g., risk of job cuts, need for retraining).

NEED TO GUARANTEE THE INCLUSION OF WORKERS IN DECISION-MAKING PROCESSES – JUST TRANSITION DIRECTIVE.

The European Trade Union Confederation (ETUC) has proposed the Just Transition Directive, which aims to ensure that the transition to a climate-neutral economy is socially just. The key elements of the draft include:

- Guarantees for workers: employment protection, decent working conditions, retraining and upskilling.
- Participation of social partners: mandatory consultation of trade unions and employers in transition planning.
- Joint planning: creating just transition plans at the national and sectoral levels.
- Support for regions dependent on fossil fuels: investment in new jobs and social infrastructure.

The directive aims to prevent social and economic marginalization of workers and ensure that no one is left behind in the green transition process.

The ETUC's proposal for a Just Transition Directive provides for the introduction of social conditionality for transition funding. This means that access to public and EU funds, such as the Fair Transition Fund and others, would be contingent on compliance with certain social standards. These include respecting workers' rights, conducting social dialogue, involving unions and workers in project planning, providing decent working conditions and retraining programs, and avoiding labour law violations and anti-union actions.

The purpose of this mechanism is to ensure that funds allocated for the climate transition are spent in a socially just manner. Conditionality is intended to prevent companies or institutions from taking advantage of the funds while failing to take care of workers and their rights. In other words, funding is to be available only to those entities that combine climate goals with social responsibility.

Recommendation:

The successful implementation of the provisions proposed in the Just Transition Directive will be possible only with broad support in European Union countries. It is important to promote this proposal, to put pressure from workers on national politicians, as well as on national representatives in the European Parliament, and to spread information about it among the organization's members. At the same time, trade unionists can independently lobby for the implementation of proposals such as clauses that make the allocation of public funds for the transition contingent on compliance with certain social standards or the requirement to reach an agreement with social partners as to the green transition-related changes, thus building the foundations for the implementation of similar solutions throughout the Community.

HELPING REGIONS PARTICULARLY VULNERABLE TO THE EFFECTS OF ECONOMIC CHANGE DURING THE TRANSITION – THE EXAMPLE OF GERMANY'S COAL REGIONS.

The support system for coal regions in Germany, negotiated as a result of the work of the so-called Coal Commission in 2019, is an example of extensive social dialogue and an inspiring approach to inclusive transformation. The commission, officially named the Commission on Growth, Structural Change and Employment, consisted of representatives of the government, industrial entrepreneurs, academia, environmental organizations and trade unions. Its task was to develop a plan to phase out the use of coal and lignite in Germany by 2038, while ensuring social and economic stability in the mining regions such as Lusatia, Saxony-Anhalt and North Rhine-Westphalia.

The negotiation process was based on consensus and the search for a compromise between climate protection, the interests of the economy and workers. Trade unions, especially the DGB and IG BCE, played a key role, and were actively involved in drafting proposals for the social protection of workers and the development plans for the regions at risk. The committee's work resulted in the government's adoption of the so-called "Structural Law" (Strukturstärkungsgesetz), which provides for the transfer of up to €40 billion for investments in infrastructure, innovation and job creation in the regions moving away from coal.

Trade unions have not only participated in the dialogue, but also play an important role in the implementation of investments – including by sitting on advisory boards, by monitoring projects, and promoting vocational training and retraining programs. Thanks to their involvement, Germany's energy transition has been linked to protecting jobs and strengthening regional development, providing workers with a strong argument to participate in transition-related decisions-making and a tool to do so.

Recommendation:

The transition is particularly difficult for those regions of the EU countries where a large part of the economy and jobs are tied to the processing or extraction of fossil fuels and other energy-intensive industries or transportation (e.g., maritime transport). Funds from the Just Transition Fund usually are insufficient cover the cost of major infrastructure or industrial investments and must be supplemented by national funding from individual countries. Inspiring initiatives similar to the Coal Commission provides an opportunity for workers' representatives to become realistically involved in the implementation of state and local government spending in the regions particularly vulnerable to the effects of decarbonization. It is important to include employee representation in the strategy planning process, the planning of the expenditures themselves, as well as the ongoing monitoring of their implementation.

HELPING REGIONS PARTICULARLY VULNERABLE TO THE GREEN TRANSITION – THE EXAMPLE OF THE POLISH HARD COAL MINING INDUSTRY.

It is worthwhile to analyse one Polish case, where the government, together with the trade unions and mining companies, in May 2021 signed a social agreement on the transformation of the hard coal sector and selected transformation processes in the Silesian region. Following a series of discussions at plenary and working meetings, a social protection measures package for workers from decommissioned mines (severance pay, leave, comprehensive allocation schemes) was adopted. All these solutions are designed to guarantee stability in the Silesian labour market and are gradually being implemented into the national legal system.

Recommendation:

There should be a concerted effort to find solutions aimed at moving away from a high-carbon economy, taking into account the needs and concerns of communities living in coal and carbon-intensive regions. It is important to select changes appropriately, so that they provide an opportunity to increase the potential of individual areas and

develop industries that have so far been degraded by active coal mining. Given the monocultural nature of the region's economy, a diversity of activities is needed to provide workers with viable professional alternatives and protect residents from a general crisis.

COOPERATION WITH CIVIL SOCIETY ORGANIZATIONS – THE EXAMPLE OF BELGIUM

In Belgium, cooperation between trade unions and civil society organizations on the green transition has become particularly important in recent years. Both sides recognize that an effective climate transition must go hand in hand with a guarantee of social justice. For this reason, they are increasingly joining forces, formulating common demands and leading integrated campaigns for a green economy that not only reduces CO₂ emissions, but protects jobs and promotes quality employment.

Converging demands from these communities include investment in renewable energy sources, development of public transportation, improvement of energy efficiency of buildings, but also employment guarantees in sectors undergoing transition and the creation of quality jobs in the new industries developing as a result of changes in the economy. Trade unions – especially the largest federations, such as ABVV-FGTB and ACV-CSC – emphasize the need for a just transition, which is also reflected in the demands of environmental and social organizations such as Inter-Environnement Wallonie and Bond Beter Leefmilieu by increasing the power of the workers' voice.

The political benefits of this cooperation are noticeable. A broad social alliance strengthens leverage over the authorities and increases the legitimacy of pro-climate actions. As a result, some of the common demands have already been incorporated into Belgian climate strategies, such as the Federal Climate and Energy Plan and regional building renovation programs. The introduction of retraining support for workers in the Walloon region should also be highlighted. While many challenges remain, the Belgian collaborative model shows that partnering with organizations that are not parties to the official tripartite dialogue is one way to strengthen the voice of workers on the road to a socially sustainable green transition.

Recommendation:

The Belgian experience shows that trade unions can be more effective when exerting their influence on the form of the green transition if they actively cooperate with civil society organizations. In many countries, such action are not yet being taken, so it is important to start building broad social coalitions that combine climate goals with social

justice demands. Such a strategy strengthens the negotiating position with regard to the governments and increases the chances of implementing solutions that benefit workers.

COOPERATION BETWEEN WORKERS' ORGANIZATIONS AND ENTREPRENEURS – THE EXAMPLE OF NORWAY

In May 2021, the Norwegian trade unions (LOs) and employers' organizations (NHOs), together with other key partners, presented a joint "Energi- og industripolitisk plattform" – a strategy to integrate ambitious climate goals with industrial development and job creation.

The document emphasizes the need to increase renewable energy production, modernize power grids and develop technologies such as wind power, hydrogen and carbon capture and storage (CCS). The goal is to ensure competitive energy prices for industry and achieve climate neutrality.

Plattformen also assumes the development of "green" jobs through investment in new sectors and worker retraining programs. The cooperation between LO and NHO aims at creating a stable environment for the energy transition, combining the interests of workers and employers. In this context it is important to maintain good quality jobs as well as the country's ability to produce a large amount of energy.

The joint strategy of workers' and employers' organizations is extremely useful for successive governments and provides them with greater legitimacy when implementing the actions included in the strategy regardless of their position on the political scene. It also facilitates a consistent and continuous national policy in this regard. The Norwegian case is an interesting example of effective social dialogue that can serve as a model for other countries pursuing sustainable economic and environmental development.

Recommendation:

The joint LO and NHO strategy can serve as an example that other European countries could follow, e.g. using national forms of tripartite dialogue, demonstrating that a successful energy transition requires the involvement of all social parties and the integration of climate policy with industrial and social policy. Such a model of cooperation promotes the achievement of climate goals while ensuring social and economic stability. Establishing a core of common interests between workers' and business organizations, despite differences in other aspects, should produce benefits for both sides.

INTER-UNION COMMUNICATION AND FORMS OF DIALOGUE ON TRANSITION – THE EXAMPLE OF POLAND

In recent years, the energy and climate transition in Poland has begun to affect more and more sectors of the economy. In response, the **All-Poland Trade Unions Alliance, as part of its headquarters' activities, set up a dedicated team focusing on just transition** – to better communicate across industries and streamline internal consultations, including giving opinions on documents like the National Energy and Climate Plan. The team consists of representatives from mining, energy, metallurgy, automotive, chemical, transportation and construction industries, which ensures a representation of key sectors undergoing change.

The group performs several important roles – first, it ensures a smooth flow of information back and forth between the headquarters and union members from different industries. It also accelerates the process of intra-union consultations on legislative acts in the area of climate and energy transition. In addition, it serves as a forum open to representatives of the government, local governments or other institutions who are invited to directly communicate important information and establish direct contact. It also offers a platform for experience sharing between union representatives from other countries. The existence of such a body improves communication within the union and allows it to respond more efficiently to the challenges of climate policy affecting workers in Poland.

In parallel, at the request of the trade unions, as of early 2024, the **Council for Social Dialogue – the primary body for tripartite dialogue in Poland – established a sub-team for just transition**, which functions within the Problem Team for Economic Policy and the Labor Market. Members of the team include experts from the Federation of Polish Entrepreneurs. Its task is to facilitate communication between the social partners – workers, employers and the government – in areas where there are no other official forums for dialogue about the energy and industrial transition. Unlike previous forms of dialogue, the sub-team is permanent and cross-sectoral.

The two teams – inside the OPZZ headquarters and at the Council for Social Dialogue – are laying the structural groundwork for a stronger trade union contribution to the national debate on a just transition. They enable the voice of workers to be better heard in the legislative and strategic process, and the teams themselves can effectively perform this function alongside other forms of lobbying for workers' interests.

Recommendation:

The level of social dialogue on the climate transition in European countries varies depending on the specificity of the country and its needs. However, not all labour organizations have internal forums dedicated to sharing information on the green transition. This is important for communication both from the headquarters to employees and other way around. Therefore, similar teams can be a very useful tool for improving union operations, as confirmed by the Polish experience. A similar situation applies to tripartite dialogue at the national level. Despite the fact that the green transition is a key process shaping the future of the European economy, in many countries there are no official forms of dialogue on this issue. Creating such forums is a good first step, especially in those countries where there was previously no room for cross-sector dialogue for a just transition.

INTERNAL COMMUNICATION BETWEEN EMPLOYERS – THE EXAMPLE OF POLAND

The Federation of Polish Entrepreneurs has established its Energy and Environment Committee, which was formed in response to the perceived problem of the systematic loss of international competitiveness by Polish industry, both with regard to its competitors from EU and non-EU countries. One of the goals of this Committee is to enable the involvement of industry, particularly energy-intensive industry, in supporting Poland's achievement of its 2030 climate goals. Its other aims include ensuring the low cost of environmental obligations and streamlining administrative procedures to make it easier for FPP member companies to implement the requirements of the green transition without excessive impact on their business operations as a result of numerous costly burdens.

Recommendation:

Employers should create internal teams, councils and consultative groups dedicated to green transition. This is crucial for a number of reasons of strategic, operational and reputational nature. The green transition affects many industries and requires balanced trade-offs. Internal teams established within the structures of employers' organizations enable dialogue between representatives of different sectors, facilitate the creation of coherent, representative positions for the entire organization, increase bargaining power with regard to public administration and EU institutions, provide expert knowledge that can be passed on to employees and used to explain the reasons for the measures being prepared. By engaging responsibly in the processes of national change, members of

employers' organizations gain credibility in the eyes of customers, investors and business partners, are more successful in attracting young talent and informed consumers, and show that they can be proactive rather than just responding under pressure. The value to be harvested lies in the strengthening of social dialogue and cooperation with workers. Internal councils and teams may enhance substantive dialogue aimed at the joint development of mitigation strategies (e.g., for workers in coal sectors), co-creation of training or reskilling programs and social plans for a just transition.

INCLUSION OF CLIMATE TRANSITION IN COLLECTIVE AGREEMENTS

Under so-called "green clauses", classic collective bargaining agreements expand existing regulations to include, for example, environmental protection, energy efficiency, rational waste management and consideration of changes in employment. Spain plans to enshrine environmental issues in collective bargaining by law, including the obligation to develop sustainable mobility plans. France has had a "sustainable mobility package" in place since 2021, where green issues are included in a mandatory information and consultation process at the company level.

The European Economic and Social Committee recommends that collective bargaining should include:

- the impact of the company's activities on the environment;
- the protection of workers from the effects of climate change;
- The alignment of the work organization and employee qualifications with the green transition;
- monitoring of the implementation of these provisions.

At the local level, one good example is the agreement between public service workers' union UNISON and the Stockport Authority in the UK. The agreement supports carbon footprint reduction, training and awareness-raising, and a fair transition to a low-carbon economy.

In Belgium, in the Wallonia region, "EmploymentEnvironment Alliance" contracts have been established under the Marshall Plan 2.Green. More than 40 agreements between the public and private sectors include provisions for energy training, green employment and sector partnerships..

In many European countries there is a system of “climate representatives” operating at the plant level. Their task is to propose solutions such as environmentally friendly access, bicycle infrastructure or charging stations .

What is more, many of Canada’s collective agreements since the 1970s have included provisions on green transportation, recycling , environmentfriendly procurement and the right to refuse to work in environmentally hazardous conditions (which provided inspiration for Europe), as documented by the York University “Work in a Warming World” project.

Recommendation:

It is important to take into account the impact of climate regulation and climate change itself in the process of creating and updating collective bargaining agreements by workers’ representatives in Europe. One of the factors driving this process – especially in countries with lower market coverage by collective bargaining – may be the ongoing implementation of the Adequate Minimum Wage Directive in European Union countries, which imposes an obligation on member states to increase the coverage of such agreements within the Community.

CO-CREATION OF EMPLOYEE COMPETENCE DEVELOPMENT PATHS

As part of creating a green change management plan, employers should offer their employees viable paths for development through training programs, promotion opportunities, and certifications. It is important to jointly identify competency needs and create individual training plans. Such career paths are not just an HR action by employers, but a strategic element of effective change management throughout green transition, as they helps build acceptance, accelerate implementations, reduce risks and increase the competitiveness of companies in the long term. The effect is a better match between training and the actual needs. Consultation with employees makes it possible to create development programs tailored to specific jobs and the new expectations that come with them. It will accelerate the process of adaptation. Employers should be aware of the fact that employees who participate in the creation of development paths are quicker to implement new technological and process solutions. This in turn allows for avoiding costly downtime and declines in efficiency due to the lack of preparedness during the transition. One mutual benefit is a better preparation of employees for new roles and technologies. The green transition entails the emergence of previously unknown professions (e.g., energy efficiency technician, ESG specialist). Through joint planning, specialists can be prepared in advance to take on specific roles, which promotes internal recruitment and reduces the risk of staff shortages.

Recommendation:

A recommended practice that should be disseminated among employers is paying greater attention to employee retention and motivation. Despite the transformation and uncertainty of the job market, it is worth emphasizing the importance of investment in people and the formation of clear career paths. In this way, employees can better identify with the company's goals, feel valued and secure, which reduces the staff turnover.

SUMMARY

This study demonstrates that the transformation of the economy in response to the climate commitments of European countries is a process that is already underway, and there already are some practices that all of us can learn from. It is important to remember that while the starting point for the great undertaking of so-called "green transition" is the environment, human beings should be at its very centre. It is people who contribute to environmental change, but only people are able to stop its negative impact, and they are the ones who must decide how to deal with the process. If large parts of societies are excluded from the decision-making, these processes will not be considered democratic: the kind of processes we have agreed upon and are implementing together for the specific purpose of not only avoiding the negative consequences of climate change but also improving the quality of life. This is why it is so important to involve workers, who are the majority of adult citizens of European countries, as broadly as possible in decisions made in connection with the climate-energy transition. Nothing about us should happen without us, and after all, the transition has an impact on jobs, their elimination, on the emergence of new ones and on changes in the quality of employment. So far, there have been no perfect examples of solutions that satisfy everyone. None of the above can be considered as such. However, we have presented practices that strengthen the social dimension of the green transition, and there is a consensus among both workers' and employers' representatives that this dimension still needs to be strengthened.

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