



Business for Just Transition

Featuring

The European Sustainable Industry Barometer &
The European Business Roadmap for Just
Transition

A photograph of a person with their back to the camera, standing in a lush green cornfield. The person is wearing a light-colored t-shirt and has their hair tied back. The field is filled with tall corn plants, and in the distance, a line of trees is visible under a sky with scattered white clouds.

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Welcome

The climate crisis is bringing fundamental changes in the way we live, work, consume, and move. The European Green Deal offers a **common framework for action** towards a carbon-neutral, digital economy. However, the twin transition can only be successful if businesses, policymakers, and stakeholders at large **collaborate to empower the S of the ESG and guarantee the well-being of present and future generations.**

It is with this mission in mind, that we are proud to entrust you with the following working documents:

- **In Part 1**, we present you with the key takeaways of **the second edition of the European Sustainable Industry Barometer**. The Barometer 2022 shows how European sectors are contributing to and managing social risks today. Our findings underscore high exposure to social risks in Europe due to macrotrends such as digitalisation and the poor levels of preparedness of key sectors in supporting a Just Transition.
- **In Part 2**, we introduce **The European Business Roadmap for Just Transition**. The roadmap supports enterprises in the strategic direction, methodologies, and tools to **embed Just Transition** within their **purpose, strategy, and operations**. You will be able to enhance your positive impact on people by tackling inequalities and investing in quality jobs, skills and talents, inclusive communities, resilient supply chains, and more affordable services and products for customers.

Enterprises can be the co-architects of a European Social Green Deal. CSR Europe's ambition is to join forces with the European Commission and other leading organisations to launch a **European Business Alliance for Just Transition with local footprints**. The Alliance will act as an accelerator for business transformation, engagement, and collaboration towards a fair and Just Transition.

Stefan Crets
Executive Director - CSR Europe



Part 1

The European Sustainable Industry Barometer

Assessing the maturity and integration of social risk in European business



MOODY'S | ESG Solutions

Key Drivers of Social Risk

The impacts of conflict, climate and covid-recovery are combining with longer term macro-trends

New Challenges: Food security, energy security & rising refugee flows



Established Trends: Income and wealth inequality, urbanization & digitalization



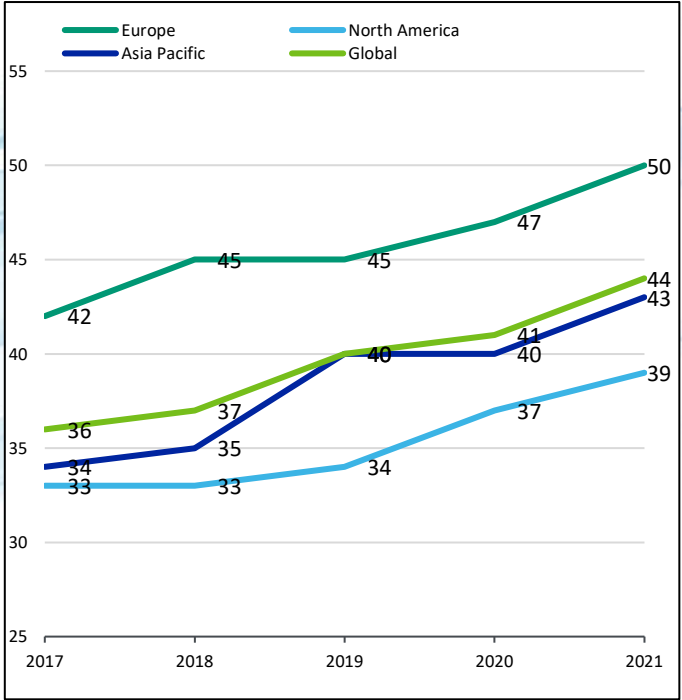
The combination of eroding living standards, rising living costs create the **high-risk social environment** that governments and business must navigate today

Social Risk Management is Improving Incrementally

Europe outpaces other regions. Inbound regulation will provide headwinds for further and faster improvement

Human Rights Average Scores

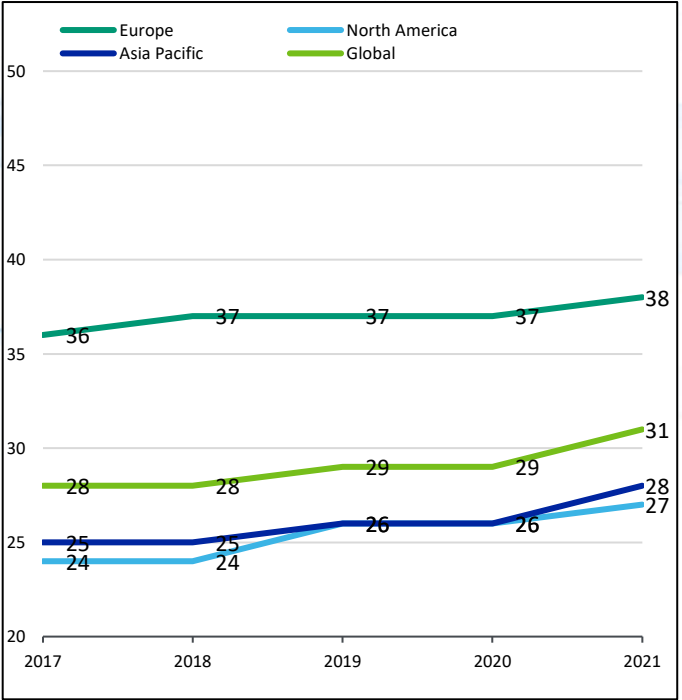
(2017-2020)



A positive 5-year trend with technology and software companies increasingly setting out commitments to protect human rights in the digital environment.

Labor Rights Average Scores

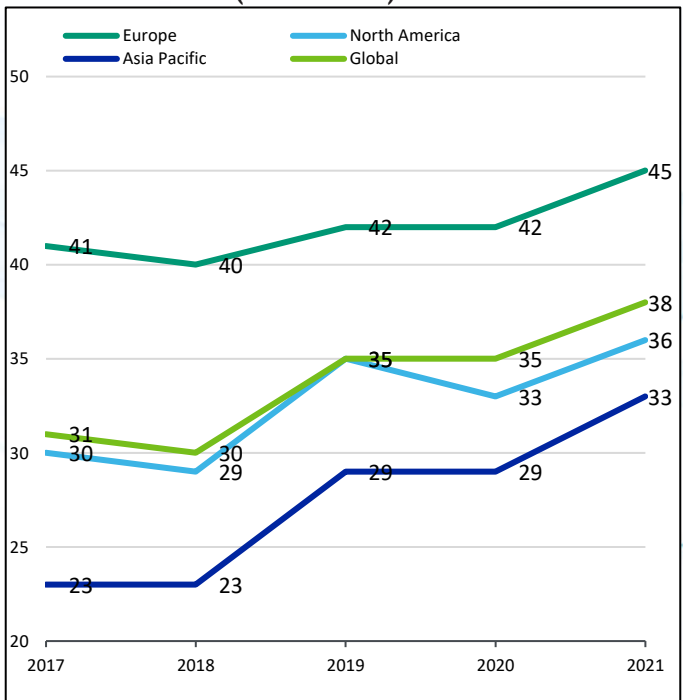
(2017-2020)



A flat 5-year trend. Company disclosures remain weak around how they protect freedom of association and rights to collective bargaining.

Supply Chain Labor Standards Average Scores

(2017-2020)



Marginal improvements in Europe over the last 5 years. Disclosures around due diligence systems remain weak in comparison to policy commitments.

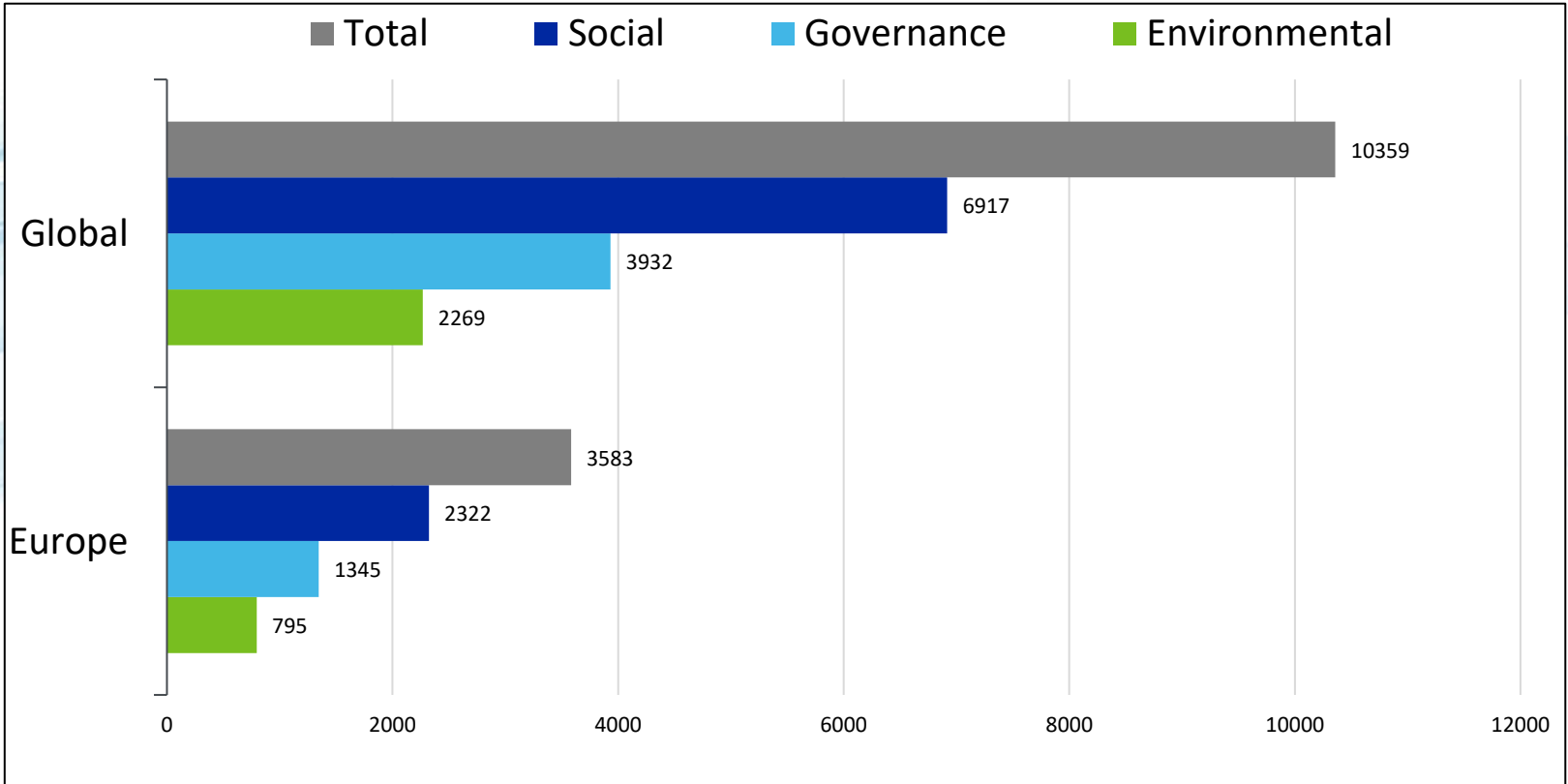
Source: ESG Assessment data from Moody's ESG Solutions as of May 2022

* The data findings presented in the Sustainable Industry Barometer 2022 are not related to any credit rating or analysis performed by Moody's Corporation's rating agent subsidiary, MOODY'S INVESTORS SERVICE, INC..

Social Risk Exposure is High in Europe

64% of all controversies captured in Europe are classified as social

Breakdown of active ESG Controversies at Global and European level



- » From 2020 to 2021 Moody's recorded a **62% increase** in the presence of ESG controversies
- » **Social controversies dominate** the typology of controversies faced by companies
- » **Rising scrutiny** from stakeholders, shareholders, regulators and the press is one factor driving exposure
- » **The knock-on impact of wider trends** (conflict, covid, digitalization etc) is another factor

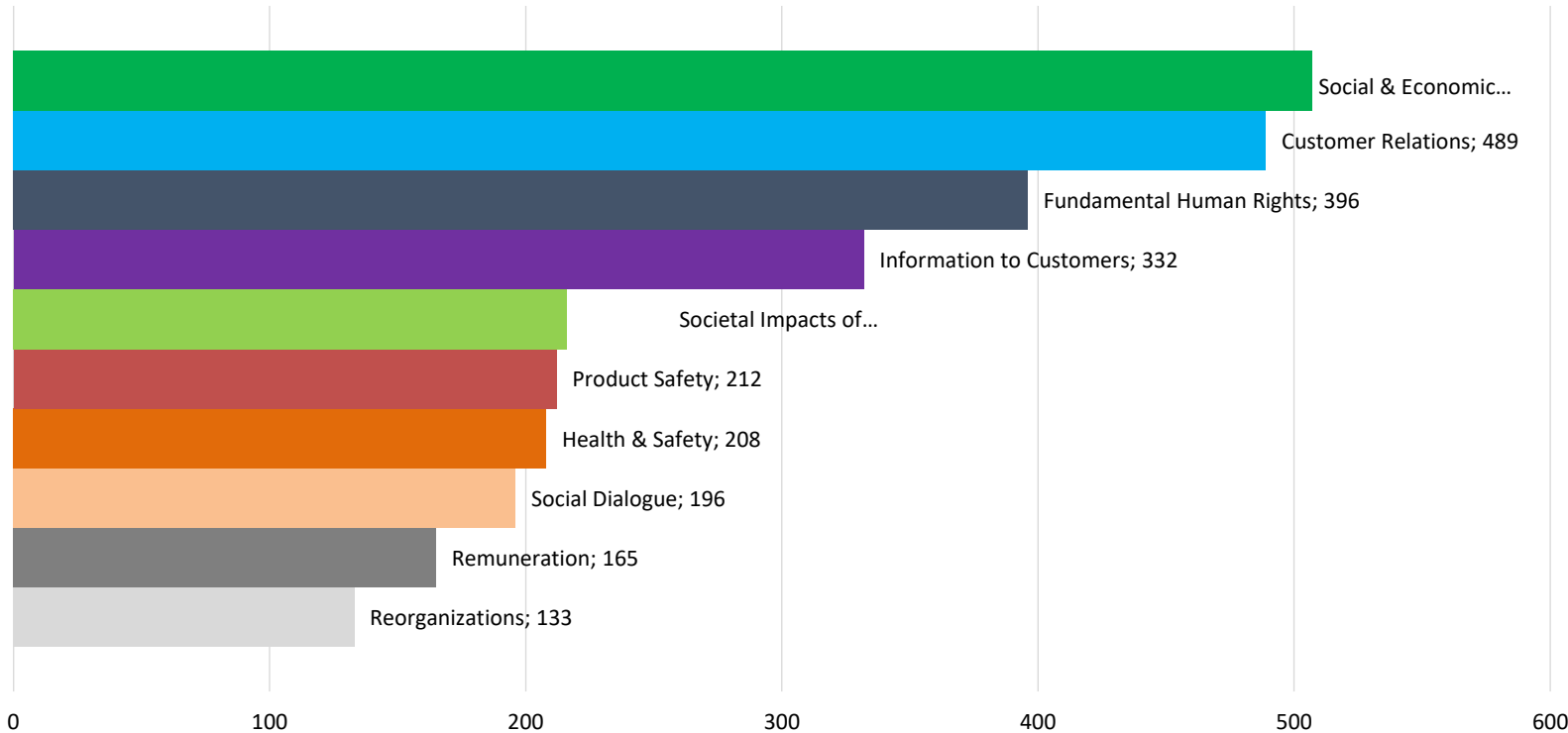
Source: Controversy Risk Assessment data from Moody's ESG Solutions as of May 2022.

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Customers and Communities are Heavily Impacted

Digitalization is reshaping the way in which social risk materializes

Breakdown of the most common ESG controversies in Europe



Source: Controversy Risk Assessment data from Moody's ESG Solutions as of May 2022.

- » Controversies on 'Social & Economic Development' cover issues related to tax avoidance and evasion, as well as complaints around community consultation and engagement
- » Controversies on 'Customer Relations' and 'Information to Customers' cover issues such as misleading marketing, inappropriate marketing, breaches of contractual clauses or unfair contractual clauses
- » Controversies on 'Human Rights' cover indigenous rights, the inappropriate use of security forces, failure to respect land and property rights, data privacy breaches, failures to tackle hate speech online

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Europe does not appear on-track for a Just Transition

Key European sectors appear insufficiently prepared to manage the social and societal impacts

Average scores across just transition-relevant indicators across select European sectors

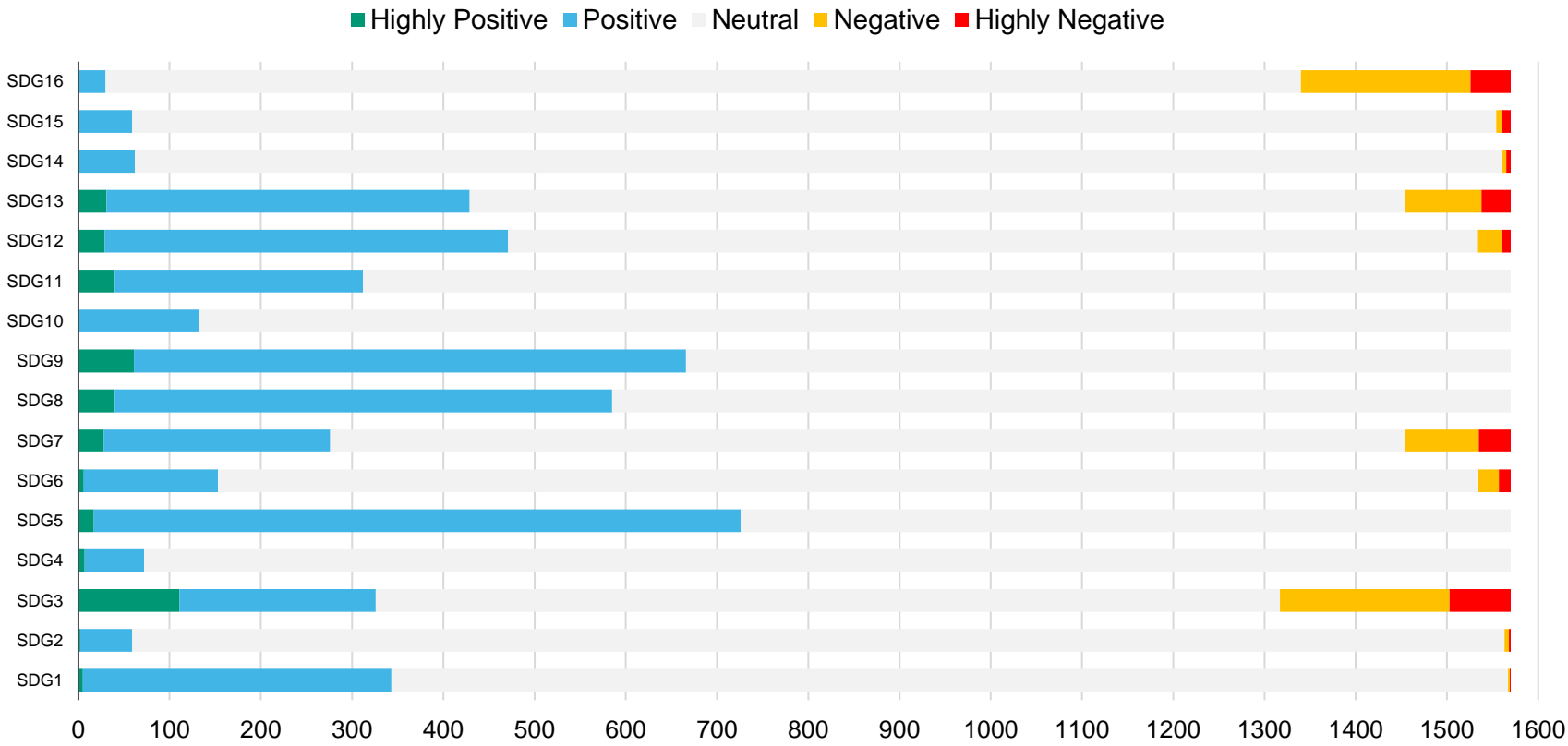
Sector	Reorganizations	Career Management	Labour Relations	Social & Economic Development	Non-Discrimination	Fundamental Human Rights	Energy Use	Sector Average
Automobiles	28	42	45	35	56	47	46	42
Building Materials	22	34	31	42	41	43	48	37
Electric & Gas Utilities	38	49	57	52	60	55	41	50
Energy	27	43	41	51	53	49	36	42
Food	14	32	32	37	46	45	46	36
Forest Products & Paper	37	47	60	57	62	50	56	52
Heavy Construction	26	38	43	46	56	54	51	44
Industrial Goods & Services	16	33	30	29	47	41	36	33
Oil Equipment & Services	19	36	27	38	47	50	37	36
Transport & Logistics	27	41	42	39	54	49	53	43
Travel & Tourism	24	38	41	32	48	50	42	39

- » Ensuring that the transition is **fair** (so that workers and communities are accompanied through these changes) as well as **fast** (so that the most negative impacts of climate change are mitigated) is vital for the transition to a net-zero global economy
- » **European scores** are above the Global average; however, Moody's analysis identifies "Limited" performances across most of the underlying criteria
- » A widespread lack of transparency around '**Reorganizations**' is a key concern across all sectors
- » **The Forest Product and Paper and Electric and Gas Utilities** are the most mature sectors with average scores of 50 and 52 respectively

Source: ESG Assessment data from Moody's ESG Solutions as of July 2022.

Companies must step up action and further align business models to the Sustainable Development Goals

Number of European companies and their Net Contribution to the SDGs



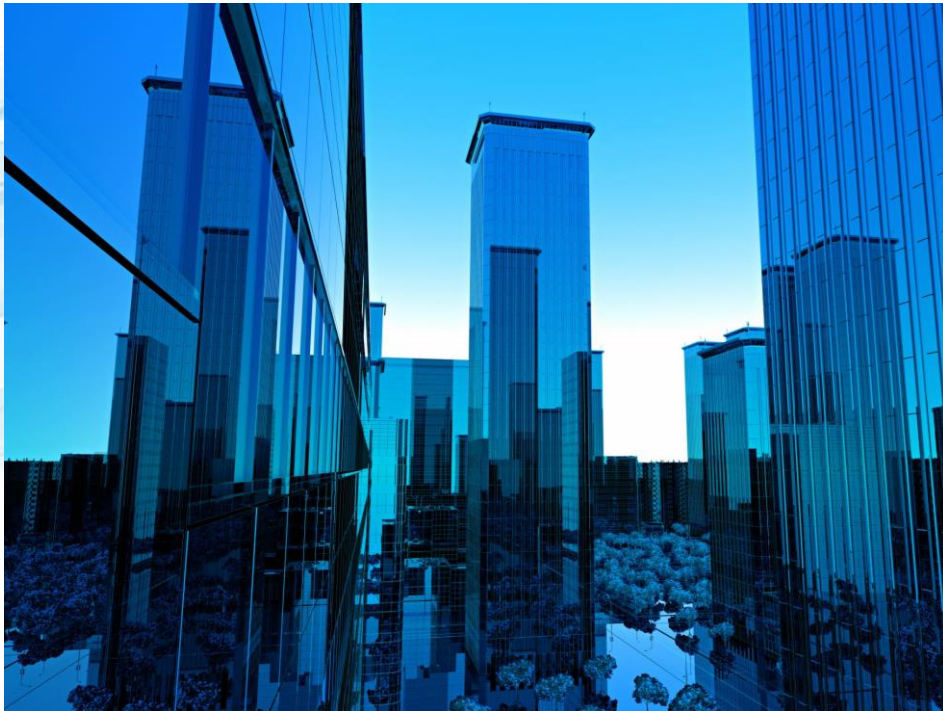
- » Across the SDGs we identify **positive contributions** from European companies (in blue and green)
- » **Limited activity around SDG2 - Zero Hunger, SDG4 - Quality Education** are areas of concern
- » Looking ahead, **more companies**, from across **more sectors** will need to find ways to contribute to **more goals** in order to ensure the 2030 goals are actually met

Source: SDG Alignment data from Moody's ESG Solutions 2022_05.

* The data findings presented in the Sustainable Industry Barometer 2022 are not related to any credit rating or analysis performed by Moody's Corporation's rating agent subsidiary, MOODY'S INVESTORS SERVICE, INC..

Summary*

Social risk is prevalent in Europe and magnified by macro-trends. To effectively manage risks, European businesses need to **accelerate** their **mitigation efforts**.



- » Social risk is prevalent in Europe and **increasingly digital**
- » European sectors demonstrate a **limited capacity** to support a Just Transition
- » The Supply Chain Due Diligence **gap is large** and needs to be closed
- » The SDGs are **used more as a 'menu'**, than as a holistic framework for action

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Part 2

The European Business Roadmap for Just Transition

Towards a European Green Social Deal



With the support of 3 Knowledge Partners



Forward

Dear business leaders,

Preserving the planet we live on demands significant transformations on the economy and people's behaviors.

The green transition is impacting vulnerable components of society, often by emphasizing already existing inequalities.

Corporations should act with a proactive approach in addressing the Social impacts of their business.

This document aims at providing tangible support with strategic directions for the realization of a Just Transition.

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Stakeholders' Deep Dive

Collection of Corporates' Best Practices

Collection of Ecosystem Initiatives



The Leaders' Hub: 16 Members & 3 Knowledge Partners

INITIATIVE LAUNCHED IN Q1 2022

Leaders' Hub

Promoters

CSR Europe



In close dialogue with

European Commission



16 Members

THE *Coca-Cola* COMPANY



ArcelorMittal

HITACHI
Inspire the Next

SOCIETE GENERALE



TOYOTA

LKQ

MAPFRE

BBVA

forética

ENGIE

3 Knowledge Partners

BCG BOSTON CONSULTING GROUP

MOODY'S ESG Solutions

THE ADECCO GROUP

Disclaimer

None of the participants to the People's Leaders Hub for an Inclusive Green Deal is expected to endorse every view, contribution and recommendation entailed in this Roadmap.

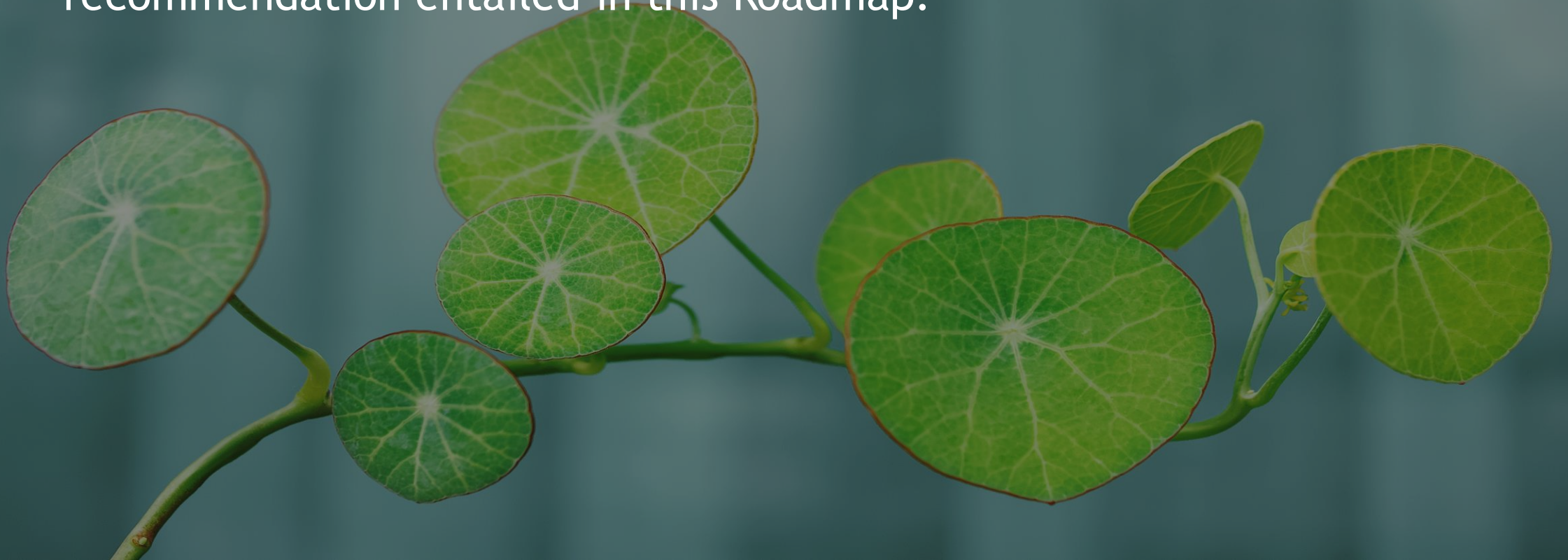


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Context: Just Transition and an Inclusive Green Deal

Inequality is not a fact of nature but rather a product of our systems and practices. Businesses recognize that **tackling inequality globally is critical** to their license to operate.

However, inequality is still increasing due to the profound transformations our society and planet are going through.

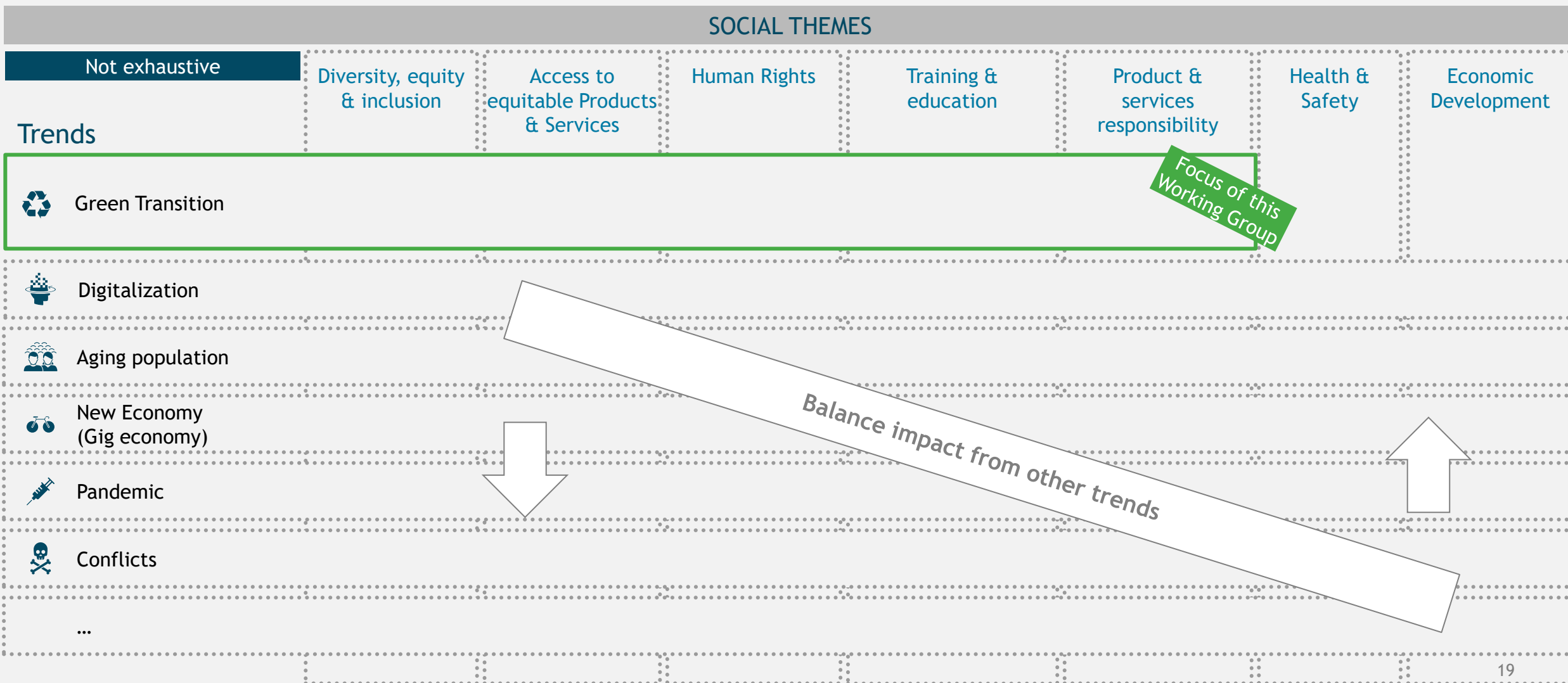
Green Transition is one of the many sources of inequalities, and it is expected to bring changes in how we live, move and work, with the result that some people could be already left behind. **Young generations** will be the most impacted by the transition, highlighting the need for governments and businesses to bear the costs.

Just Transition (JT), therefore, becomes crucial for social and environmental justice, but it is also necessary to keep the EU **attractive for investments** in the long-term.

To respond to the calls of Business Leaders and in the footsteps of WBCSD (BCTI) and Business for Inclusive Growth (B4iG) initiatives, the goal of this work is to address the **Social impacts** of the green transition, reduce inequalities and develop business models and partnerships with an **ambition towards Equity, Climate and Nature** as stipulated in the UN SDGs.

Despite the energy crisis, the Green Transition is still on top of the EU agenda. To make the Green Deal truly inclusive and thereby to **close the gaps identified by the Barometer**, the first concrete action is to **equip businesses** with a **Roadmap and a Toolbox** for the Just Transition journey.

Focus of the Roadmap: The Green Transition and its Social Repercussions



Focus of this Working Group

Impacts of the Green Transition on Industries and Social Repercussions

MITIGATION REDISTRIBUTES JOBS AND OUTPUTS FROM HIGH TO LOW-EMISSION SECTORS

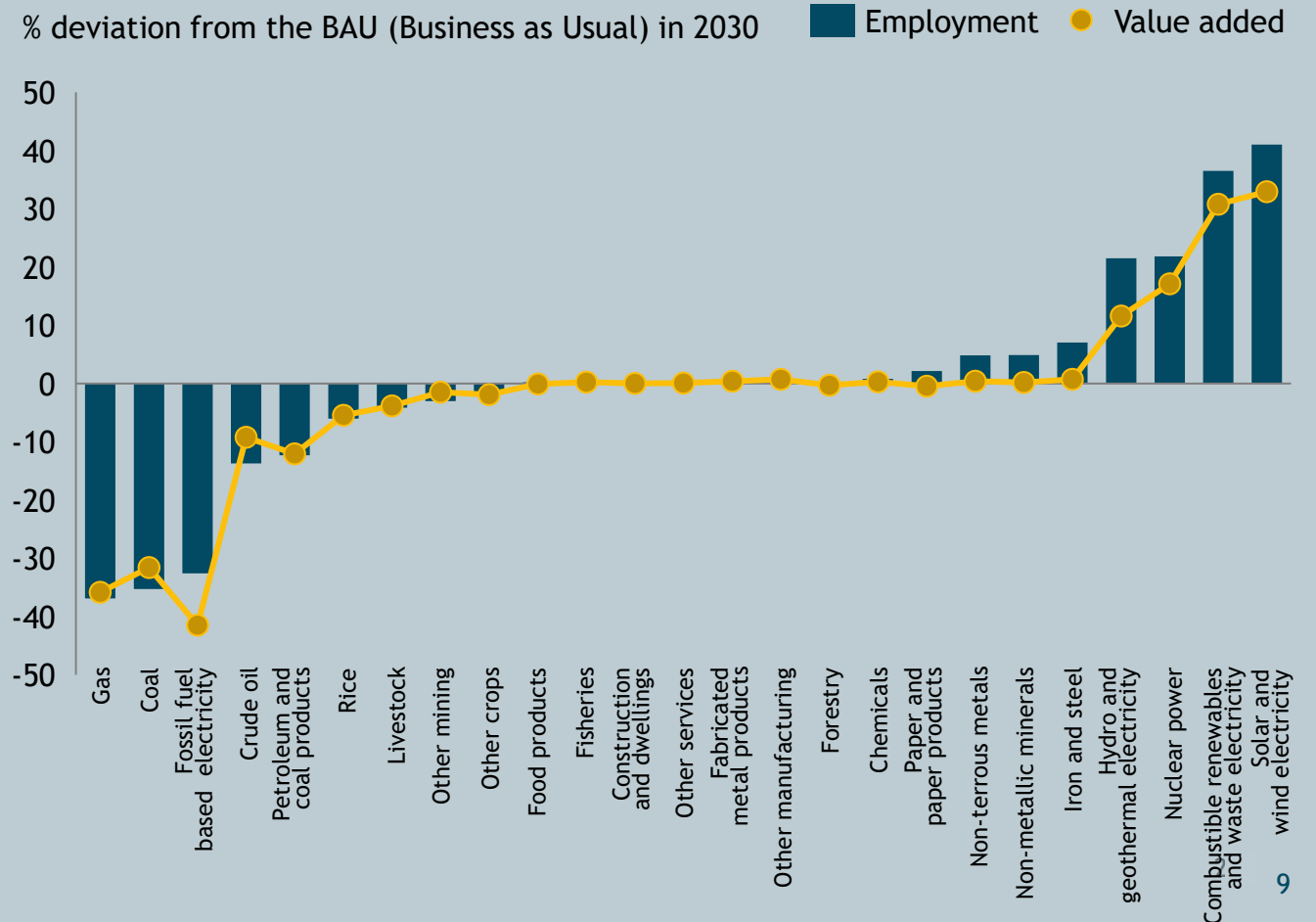
The world needs to **accelerate climate action** to achieve Net Zero by 2050, inverting the previous trajectory

- Energy, industry and transport sectors accounting for ~70% of global emissions

Some **sectors will be positively impacted** by the green transition, **others negatively**

- Fossil fuel sector most negatively impacted

Companies should **take a proactive approach** to balance the Social implication of the Green transition.



1. "Greening Jobs and Skills", OECD, <http://www.oecd.org/employment/greeningjobsandskills.htm>

ILO definition of a Just Transition

A Just Transition for all is a process towards an environmentally sustainable economy.

It needs to be well managed and contribute to the goals of decent work for all, social inclusion and the eradication of poverty.

Source: ILO "[Guidelines for a just transition towards environmentally sustainable economies and societies for all](#)" (2015)



Nicolas Schmit,
European Commissioner for
Employment, Inclusion and
Social Affairs

"We have to reduce inequalities not only for social reasons, for the cohesion of our societies, but also in a longer range, for growth and for the innovative capacity of our economies."



Francesco Starace,
CEO and General Manager,
Enel
Chair of SEforALL's
Administrative Board



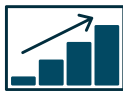





"Transition, in particular industrial transitions, have always brought about inequalities in the past [...], we have to make sure that this does not happen this time."



Ilham Kadri,
Chief Executive Officer, Solvay
Chair, CSR Europe Advisory
Board, Executive Committee
Chair, WBCSD



"We need to put inclusion at the heart of the Green Deal."

There is a High Value at Stake for Companies in Just Transition Programs

							
Reduced cost of financing	Retain attractiveness of investments	Higher stock value	Boost market expansion, new business fields	Avoid public support losses	Engagement with supplier	Attractiveness and talent retention	Management of regulatory risk
1	2	3	4	5	6	7	8
0.2-0.4pp lower financing cost	JT fundamental element to valid current and future investments	Higher transaction multiples due to JT added value	Increase in operating margins	Retain customer base and federate public sentiment	Partnerships and initiatives to enable extra revenues	~40% of Millennials factor sustainability into job choice	Avoid penalties and sanctions



Implications for your business to assess

	EU POLICIES AND PLANS		EU FUNDING PROGRAMS
<p>EU Green Deal</p> <p>Fit for 55 package</p>	<ul style="list-style-type: none"> Action plan for sustainable economy and climate neutrality by 2050 It includes a specific focus on Just Transition <p>Set of proposals to update EU's climate objectives legislation, including ensuring a just and socially fair transition</p>	<p>Just Transition Mechanism (JTM)</p>	<p>Mechanism with key tools mobilizing up to 55B€ over the period 2021-2027, including:</p> <ul style="list-style-type: none"> JT Fund InvestEu "JT" scheme Public sector Loan facility
<p>Council Recommendations to Member States</p>	<p>Concrete guidance on how to achieve a fair and inclusive transition, focus on:</p> <ul style="list-style-type: none"> quality employment, equal access to education and training, fair tax-benefits and access to affordable essential services 		<p>Next Generation EU</p>
<p>Territorial Just Transition plans (TJTP)</p>	<p>Guidelines providing support on member states to their JT plans, focus on:</p> <ul style="list-style-type: none"> territories facing the biggest challenges 		
<p>RePower EU plans</p>	<p>With the Recovery and Resilience Facility (RRF), it aims at:</p> <ul style="list-style-type: none"> energy savings, diversifying energy supplies, accelerating roll-out of renewable energy 		
<p>Social Taxonomy <i>(expected under Commission '24)</i></p>	<p>Support to codify what is to be considered socially sustainable, divided by stakeholders: employees, customers, communities</p>		

Initiatives on Just Transition in the EU

2022 SETTING DIRECTION FOR A JUST TRANSITION



Roadmap for Governments

EU Council Recommendation on Fair Transition

14 June 2022

- Green Deal (Fit to 55)
- Next Generation EU
- EU Pillar of Social Rights & Social Taxonomy
- Just Transition Fund & Territorial JT Plans



Roadmap for Businesses

10 Oct 2022

- Focus of this work
- CSR Europe → Leaders' Hub for Inclusive Green Deal
 - B4iG → Business for Inclusive Growth¹
 - WBCSD² → Business Commission to Tackle Inequality (BCTI³)



Roadmap for Investors

Q4 2022

- Investors for Just Transition (Coalition and Alliance)
- Glasgow Financial Alliance for Net Zero (GFANZ⁴)
- Forthcoming Social Taxonomy (EC)

2023 -2024 GOING LOCAL

Empower 50.000
Corporate Directors
& Managers

Incubate New
Territorial
Partnerships

1. Partnership between the OECD and major global corporations 2. World Business Council for Sustainable Development; CEO-led organization of 200 global companies 3. Cross-sectoral and multi-stakeholder coalition of organizations with aim of addressing inequality in business' agenda 4. Global coalition of leading financial institutions committed to accelerating the decarbonization of the economy

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An aerial photograph of a winding asphalt road that forms a large, irregular loop through a dense, lush green forest. The road has white lane markings and a dark guardrail along its edges. A few small cars are visible on the road. The text is overlaid in the center of the image.

This work has the **objective** of **equipping companies with strategic directions and tools to substantially contribute to a fair and Just Transition.**

3 SUGGESTED LEVELS FOR REACHING SOCIAL OBJECTIVES



1 **No significant harm**

Identify and avoid activities with a direct **impact on fundamental social rights**

- e.g. Avoid any health or life threats



2 **Mitigation**

Identify potential impacts on social aspects and set up **compensative actions to neutralize effects**

- e.g. Reskill coal miners for green jobs



3 **Substantial contribution**

Co-design environmental strategies together with social strategies

- e.g. Import high value activities next to cobalt mines

Main Deliverables to Support Companies on a Just Transition

1

The European Business Roadmap for a Just Transition

2022



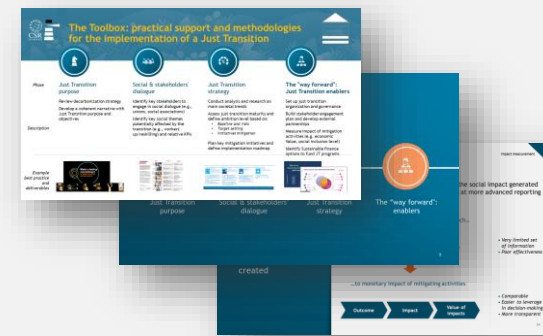
...to set the strategic direction to address social impacts on stakeholders

Focus of this document

2

Your Toolbox for a Just Transition implementation

2023



...to support companies with methodologies and tools to embed Just Transition within the business strategy

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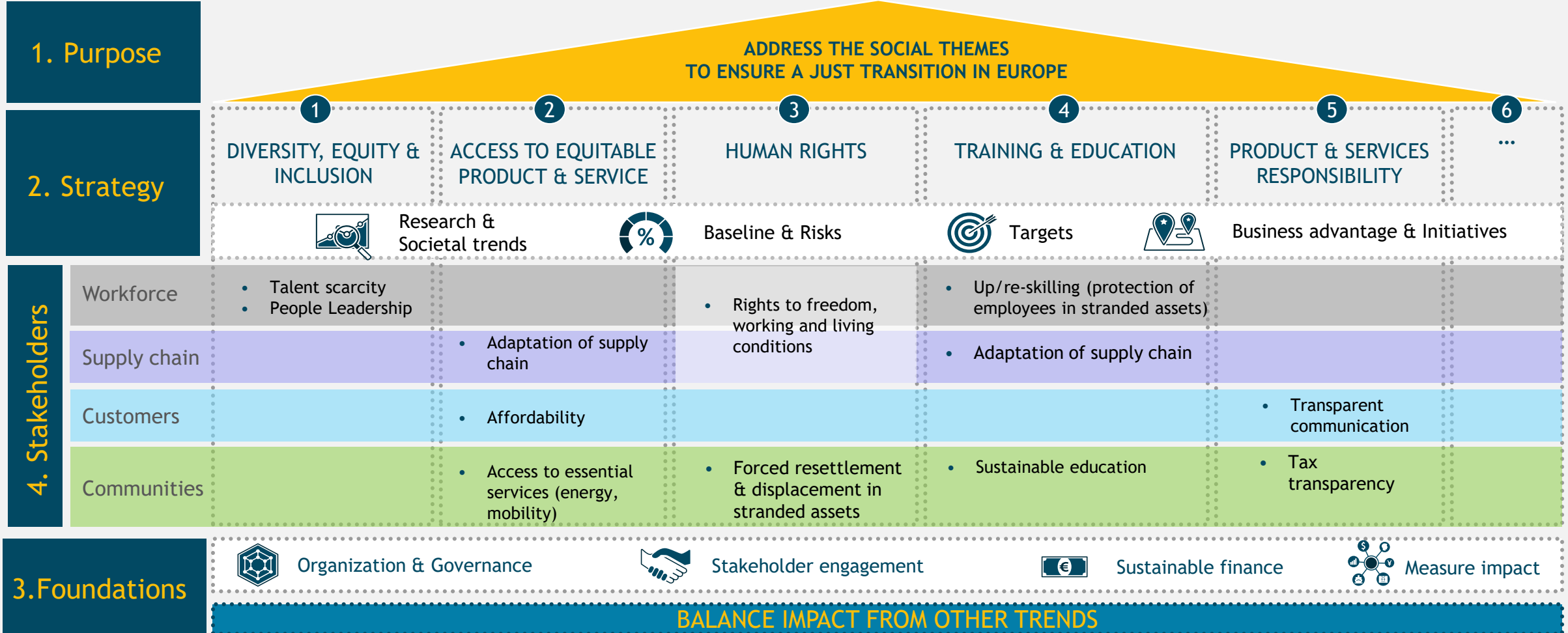
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Your Business Roadmap for a Just Transition



4 Steps for Your Company to Follow in the Roadmap Implementation

Step 1



Revisit your **purpose** and narrative

Articulate the company purpose on Just Transition and align all initiatives



Step 2



Adopt a structured **strategic approach**

Embed Just Transition in your strategy with clear KPI's, targets and initiatives



Step 3



Build your strategy on solid **foundations**

Make sure your organisation is ready to deploy your strategy internally and externally.



Step 4



Customize your approach for each **stakeholder**

Develop specific programs tailored to your stakeholders' needs

Step 1: PURPOSE

Step 1



Revisit your
purpose and
narrative

Articulate the company
purpose on Just Transition
and align all initiatives



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Revisit Your Purpose and Narrative

FOUR SUCCESS FACTORS FOR A STRONG JT NARRATIVE



#1

A strong narrative needs to be holistic and integrated

Connects to all aspects of the business, from brand to purpose, systematically aligning and building credibility with all internal and external stakeholders



#2

A strong narrative needs to create clarity and focus

Provides guardrails and bigger 'why' to focus and prioritize efforts, taking them from irrelevant to impactful, hidden to transparent, and disconnected to cohesive



#3

A strong narrative can inspire bold action

Creates a call-to-action and inspires the organization to think bigger and elevate its ambitions with tangible action and real commitments



#4

A strong narrative can activate employees

Builds a foundation to share responsibility across the organization and generates a sense of belonging in the employees, connecting with them on a rational and emotional level

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narrative

Articulate the company
purpose on Just Transition
and align all initiatives

Step 2



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your strategy with clear
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Customize your
approach for each
stakeholder

Develop specific programs
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Adopt a Structured Strategic Approach

KEY ELEMENTS TO BUILD AN EFFECTIVE JUST TRANSITION STRATEGY



Identify main social trends/themes by **stakeholder category**



Start from **baseline and risk assessment** for each social theme



Set clear, ambitious but **realistic targets**



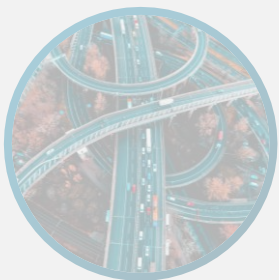
Plan **mitigation initiatives** to tackle inequalities



Estimate value at stake and define a **scalable business model**

Step 3: FOUNDATIONS

Step 1



Revisit your
purpose and
narrative

Articulate the company
purpose on Just Transition
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Step 2



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strategic approach

Embed Just Transition in
your strategy with clear
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Step 3



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Make sure your organisation
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Step 4



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Develop specific programs
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Build Your Strategy on Solid Foundations

KEY QUESTIONS TO ANSWER WHILE AIMING FOR A JUST TRANSITION



Governance

How do we structure our JT governance?



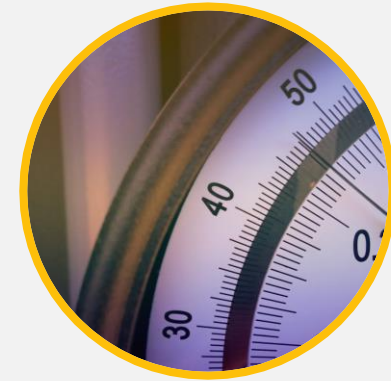
Stakeholder Engagement

How do we engage in a dialogue with our stakeholders?



Sustainable Finance

How do we finance our programs?



Impact Measurement

How do we measure the impact of our social action?

Your Principles for Organization & Governance



At the beginning of the journey, establish a **central solid support** as an aggregator to elevate JT topics to the leadership level



Build **board & executive accountability** for steering JT strategy, assigning ownership to business functions with levers to implement



Integrate JT into management **incentives, recognition and performance evaluation**



Once JT strategy is mature, establish a dedicated **business unit** responsible for JT products and services

Your principles for Stakeholder Engagement



Integrate stakeholder dialogue through a structural approach within the **materiality assessment process**



Commit to a strong focus and involvement of **young generations** in stakeholder dialogue to capture unmet needs that are key for the future



Engage with **scientists** on individual, social and organisational behaviours to facilitate **the evolution of human behaviours**

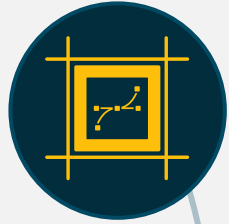


Employ **Social Startups** that embed social themes in their DNA to renew the company vision and strengthen dialogue with **Social partners**



Expose stakeholder dialogue's outcomes annually and systematically at the **Board level** to steer companies' strategy on Social themes

Your principles for Sustainable Finance



Define framework for **Social and Sustainable financing instruments** (e.g. **sustainability-linked bonds**) to identify socially beneficial projects investors are looking to finance



Target **communities 'as a whole'** to finance projects that **link together multiple projects** for maximum impact



Ensure that **tax contributions** to local communities are **equitable and transparent**

Your principles for Measuring Impact



Move **from a traditional** reporting of the company's input in social activities (e.g. number of hours of training) to an approach that measures **the value created for society**.



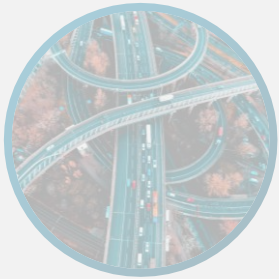
Ensure **comparability and transparency** for disclosure and seek alignment with existing reporting frameworks



Measure impact on a **regular basis** to steer decision-making

Step 4: STAKEHOLDERS

Step 1



Revisit your
purpose and
narrative

Articulate the company
purpose on Just Transition
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Step 2



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Develop specific programs
tailored to your
stakeholders' needs

Customize Approach for Each Stakeholder

Deep dives by social theme in the
[Appendix section](#)



Set KPIs to support the monitoring and reporting of social themes



Design mitigation activities to balance the effects of the green transition

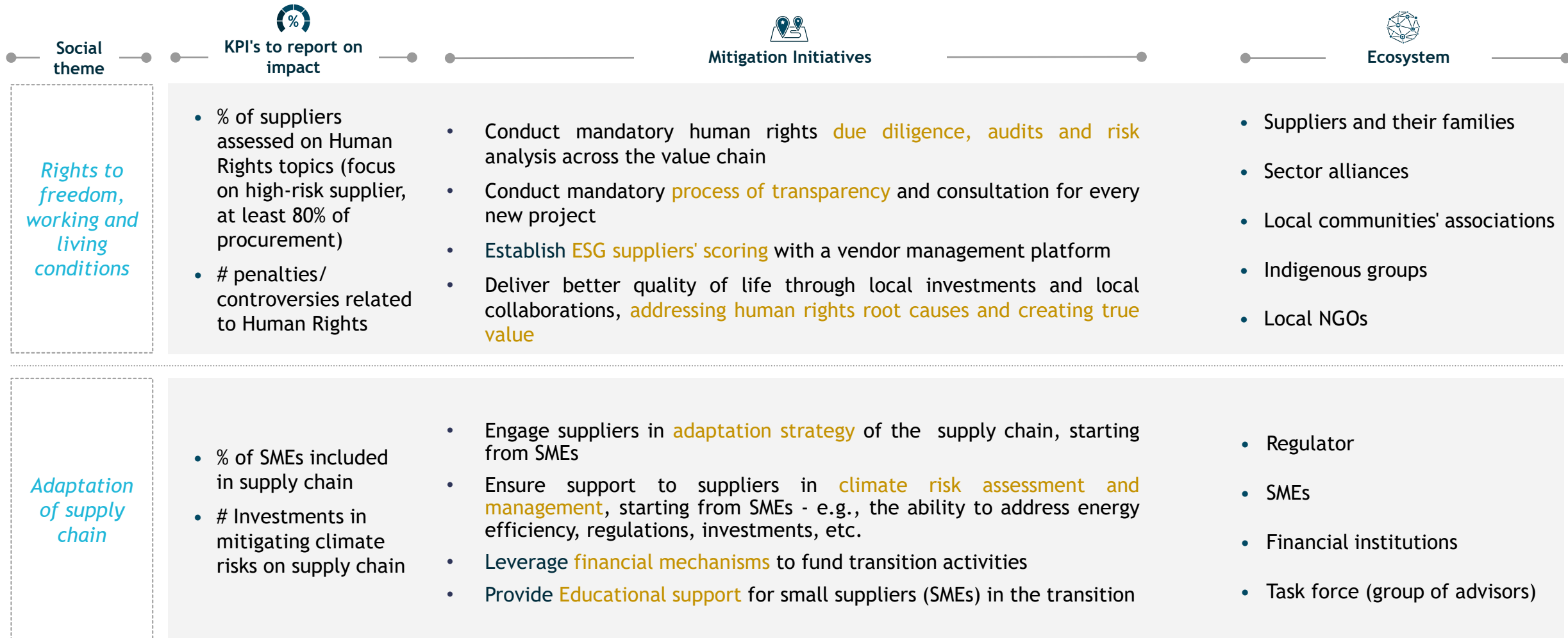


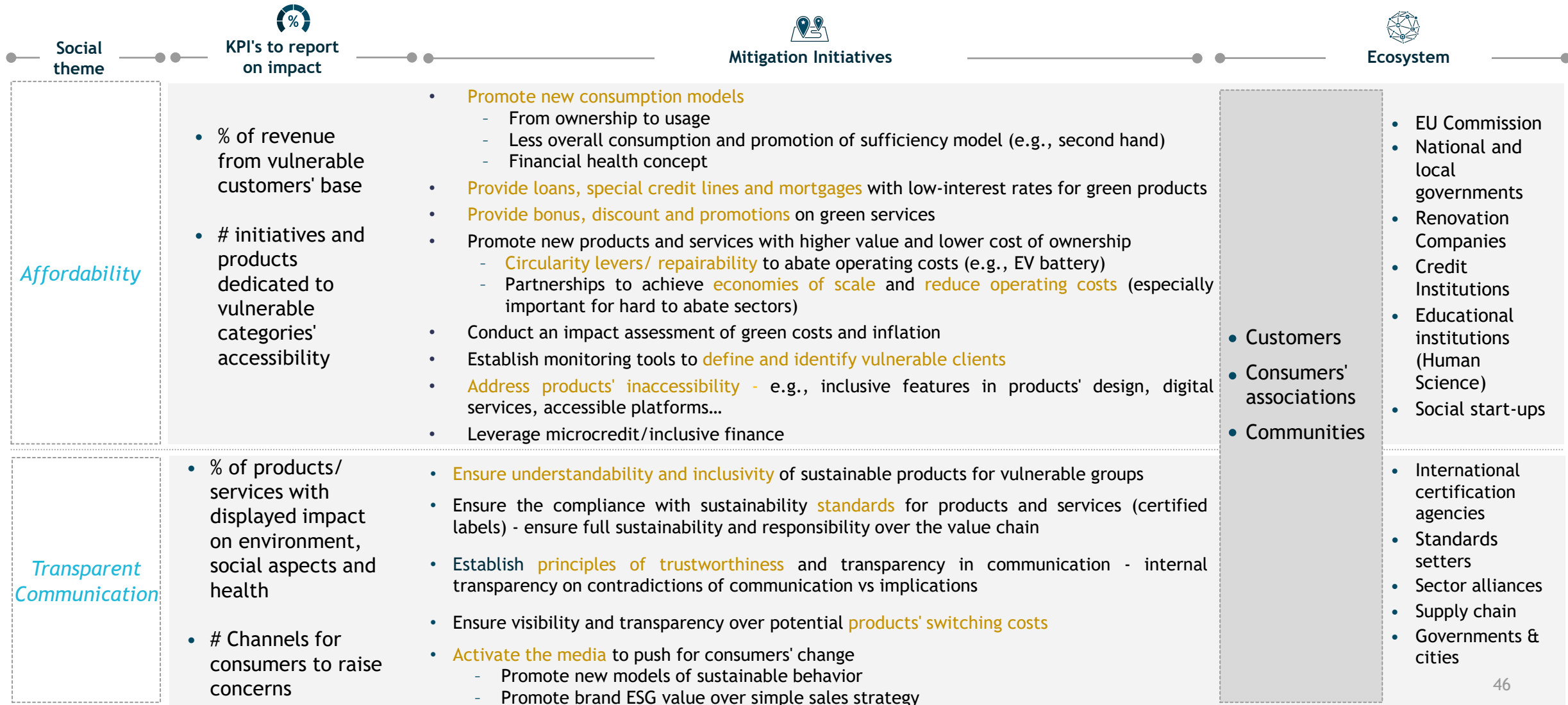
Build a stakeholder ecosystem supporting the implementation



Applied by stakeholder category in the next slides







Social theme	KPI's to report on impact 	Mitigation Initiatives 	Ecosystem 
Access to energy	<ul style="list-style-type: none"> % of population with access to the service 	<ul style="list-style-type: none"> Access to credit to fund sustainable solutions (e.g., solar panels, heat pumps) Bonuses and subsidies to low-income/unprivileged households for energy bills Funds to SMEs and Big companies' energy community programs Social impact bonds to institution supporting vulnerable young people in accessing essential services  	<ul style="list-style-type: none"> Banks Consumers' associations Local communities Public Institutions Social start-ups NGO's Mobility sector alliances Infrastructures' operators
Access to mobility		<ul style="list-style-type: none"> Develop green mobility infrastructure Implement public/sharing mobility options in underserved areas Be involved in living sustainable cities projects and mindset 	
Sustainable education	<ul style="list-style-type: none"> % of population with access to education % of population installing green solutions 	<ul style="list-style-type: none"> Set up campaigns to raise awareness on care for livelihood (e.g., use of electric appliances) Promote education on entrepreneurial skills in the energy transition/green jobs areas Develop STEM and Sustainable Development programs for young people/students  Promote education on sustainable finance 	<ul style="list-style-type: none"> Educational institutions Local communities NGO's Public Institutions
Tax transparency	<ul style="list-style-type: none"> % Publicly reported taxes by operating country 	<ul style="list-style-type: none"> Provide country-by-country economic, financial and tax-related data to tax administration in operating jurisdictions 	<ul style="list-style-type: none"> Tax authorities Regulators
Forced resettlement & displacement in stranded assets	<ul style="list-style-type: none"> % of displaced people negatively impacted % lawsuits for sustainable development projects 	<ul style="list-style-type: none"> Establish mandatory social impact assessment of green project (including responsible phase out) Consult local communities and local government prior to project development and operations to obtain informed consent Mitigate resettlement with compensatory measures if unavoidable 	<ul style="list-style-type: none"> Local communities Local governments NGOs

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Next steps:

Build an EU Business Alliance for Just Transition

Implement JT

Mobilize business to embed JT in their strategy and operations through the 4-steps

Build sector ecosystem initiatives

Mobilize sectors to form alliances & scale JT practices

Build local Ecosystem Partnerships

Engage in local partnerships to reach real social impact



Recommendations for a "Green and Social Deal"

An integrated and meaningful **Climate, Environmental and Social Taxonomy** consistent with other forthcoming EU regulations & standards

#1

A systemic & shared **science-based approach of the human factor** to facilitate the behavioral changes at all levels for a sustainable society

#2

A **European Sustainability Dialogue** to strengthen the EU Social Dialogue by connecting top-down EU policy with bottom-up intelligence of European/international civil society

#3

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➤ **Acknowledgments**

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Stakeholders' Deep Dive

Workforce

● Talent Scarcity & Inclusion

● People Leadership

● Up/Re-Skilling

Workforce: Talent Scarcity & Inclusion

Talent is hard to find and harder to keep

The **labor market is under pressure** as statistics indicate general labor and specialist skill shortages in Europe.

- Being consciously **inclusive** can **widen currently narrow talent pools**, **strengthen corporate values** and **boost talent retention**

The green restart

Green profiles outgrew overall job growth coming out of the pandemic, but two parallel developments put the pace of the green restart at risk:

- Significant **re-evaluation of acceptable and preferable working conditions**, search for higher pay and more flexibility on the talent side
- Surging demand for **specialists**

The war for talent intensifies

Barriers in the world of work continue to exist:

- Hiring and promoting processes must be rigorously vetted for signs of discrimination and (un)conscious biases.
- Providing diverse entry points into work and work-based learning enable better transitions from education into employment.



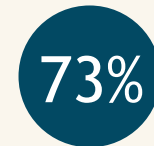
Workers were **available for every 10 vacancies** in the US at the end of 2021, pointing to a **severe talent shortage**



expect opportunities for **people with disabilities**



expect more opportunities for **people from diverse backgrounds**



expect hybrid working to support **working parents**

Looking at **hybrid working models**..

Workforce: People Leadership

Leaders need to reconnect with workers

A large majority of **workers do not feel sufficiently supported** when it comes to their mental well-being.

- **Only 21% of companies conduct assessments** of their employees' emotional skills, and proactive steps to build emotional skills among People Leaders are often lacking. The green transition will be challenging, and it is important that workers are not left alone.

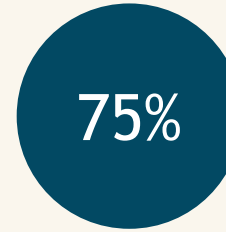
Learn from the pandemic

The World of Work has undergone significant and rapid changes and it highlighted the **value of flexibility**:

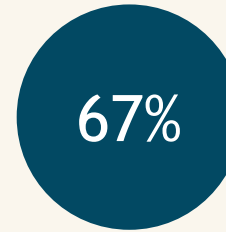
- Workers expect to maintain a flexible style of working to better accommodate a healthy work-life balance and multiple responsibilities and People Leadership needs to adjust accordingly

Well-being for productivity

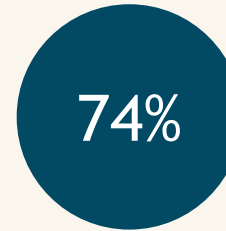
There is a large consensus that **well-being at work improves productivity**; however, not all companies are tracking how well-being drives their performance - or how their leaders enable well-being.



Workers think it is **important to retain flexibility** over their own schedule in the future



Non-managers say leaders **don't meet their expectations** for checking on their **mental well-being**



Workers say they expect their companies to **increase the focus on mental well-being**

Workforce: Up/Re-Skilling

A skills mismatch is impacting employees

Strong majorities of workers (66%) and managers (71%) confirm that they expect to need (re)-skilling to remain employable in the years ahead, and 60% are already upskilling themselves.

However, in the absence of skills transparency and demand-informed curricula, there is a high risk of misalignment, putting the feasibility of the entire green transition at risk.

A socially just transition requires skilling

The transition of the economy will require businesses to adapt:

- There must be a culture of transparency around consequences for people and their skillsets
- Accessible skilling and transparent skill requirements build social resilience



Skills visibility and skilling support remain a pain point everywhere. In Central- and Eastern Europe, 57% of workers are concerned about their prospects of developing the right skills necessary to stay relevant in the labor market.

66%

Workers believe they need to train and gain new skills to stay employable

37%

Non-managers believe their company is effectively investing into skills development

<40%

Nationally Determined Contributions (NDCs) to the Paris Agreement include plans for skills training

Supply Chain

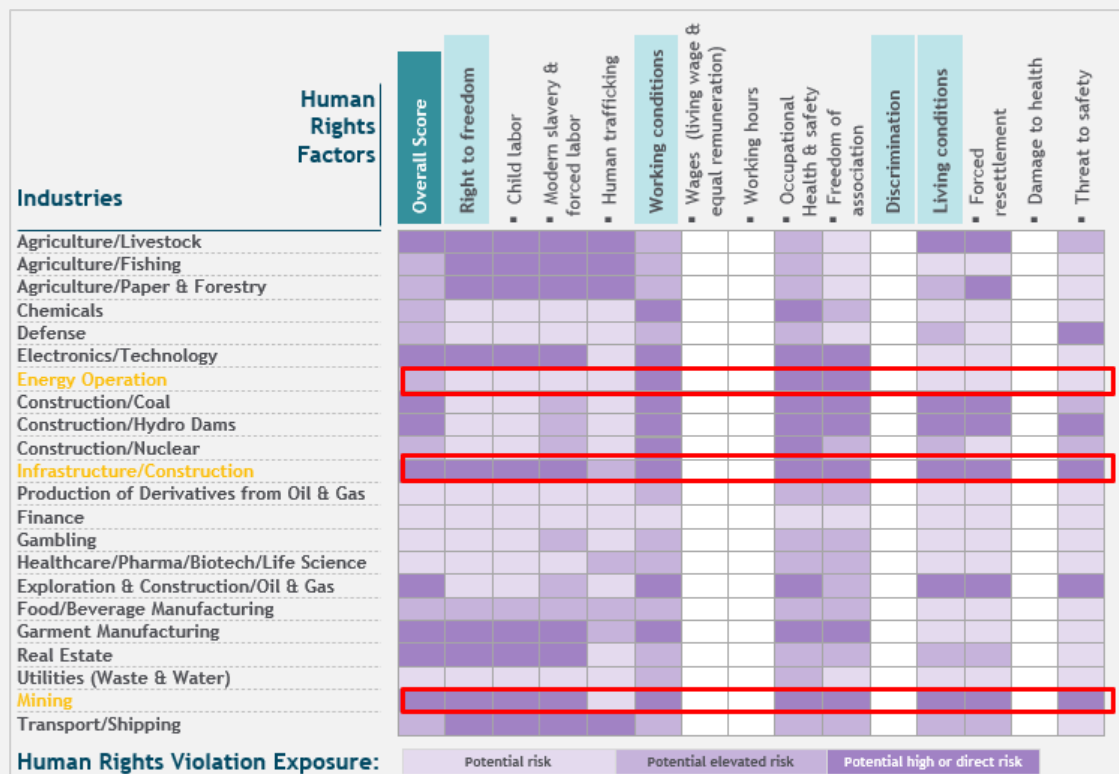
● Rights to Freedom, Working and Living Conditions

● Adaptation of the Supply Chain

Supply Chain: Rights to Freedom, Working and Living Conditions

Industries linked to the Green transition show potential high level or direct risk on specific human rights factors

- **Rights to freedom** (child labor & modern slavery)
- **Working conditions** (health & safety, freedom of association)
- **Living Conditions**



Low

Risk of violation exposure on Human Rights in Europe

High

- Risk of violation exposure of HR in Asia & Australia, Africa & Middle East, Latin America where supply chains of some European companies are located
- Especially in Energy Operation, Infrastructure and Mining industries

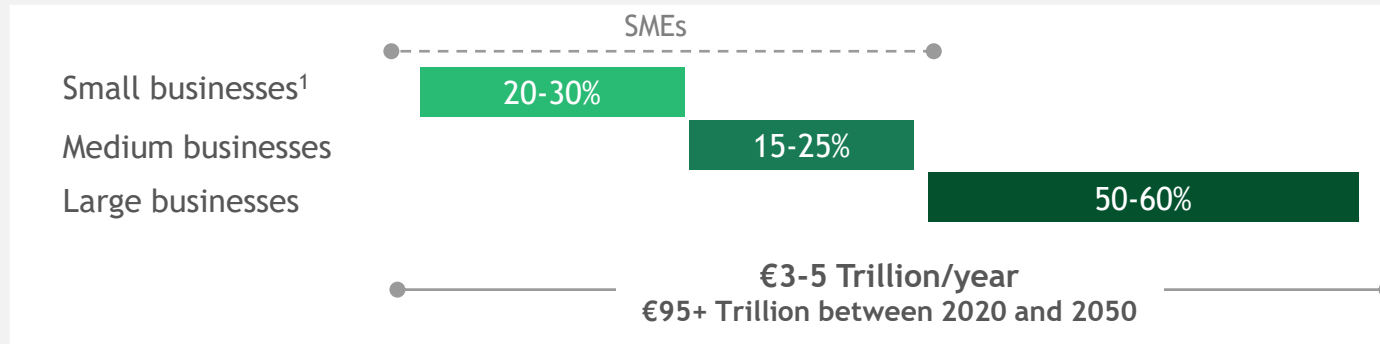
Known cases

- Major Human Rights incidents from
- Mining of Lithium and Cobalt for batteries
 - Mega projects for production of renewables

Supply chain: Adaptation of the Supply Chain

Global supply chains' Green transition will be particularly costly...

- Global supply chains are faced with **significant climate physical risks**
 - Floods, fires, droughts and other natural disasters
- **Investment** in global suppliers for adaptation measures and to reach Net Zero are **significant**
 - €95+ T in total investment by 2050, of which €24-48 T for SMEs



...however, the challenge is not only about costs or new green technology, but it also involves:

- Change in **business models**, **organizational culture**, **sustainability mindset** and **collaboration between industries**
- Fundings, incentives, education, sustainability skills and **other resources are fundamental to support small-scale suppliers' (SMEs) transition**

Sources: WEF & BCG report on net zero supply chains, GFMA & BCG report on the 100-150 Trillion opportunity, Orbis database, literature review, BCG analysis

1.Note: Segmentation of businesses is defined as follows; small businesses have <50 employees/<10M turnover; medium businesses have 50-250 employees/50M turnover; large businesses have >250 employees and over 50M in turnover

+90%

Organizations in any global given supply chain are **SMEs**

€20 T

Investments needed for **SMEs globally** between 2020-2050

Challenge

- **Delivering investment to SMEs** for market access, risk appetite, and beyond financing
- E.g., the **size of the company** remains the **most adopted eligibility criterion for guarantees** in Western Europe

A man wearing a grey beanie, a plaid shirt, and jeans is riding a black and white electric scooter on a paved surface. The background shows a modern building with large glass windows and a blurred street scene, suggesting motion. The overall tone is professional and modern.

Customers

● Affordability

● Transparent Communication

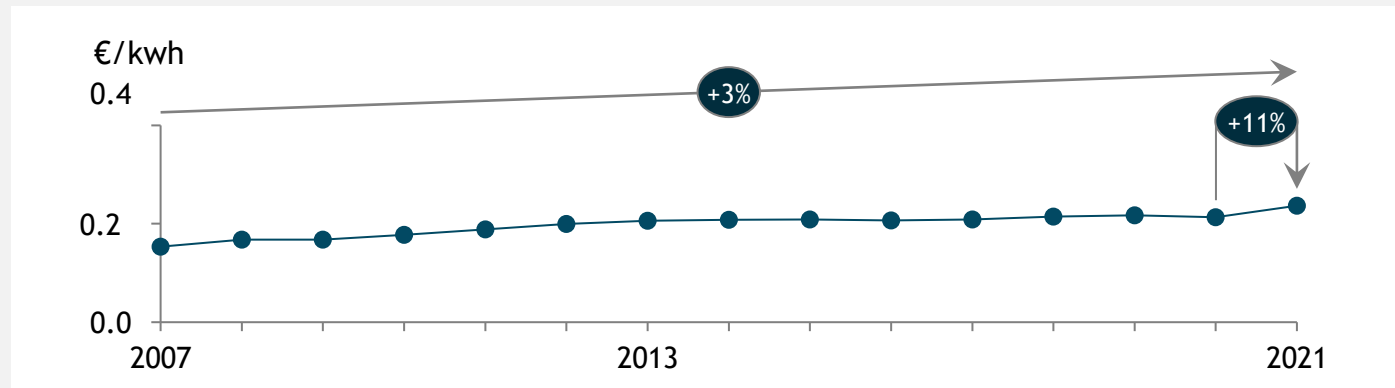
Customers: Affordability

Electrification as main lever to carbon neutrality by 2050

By 2050, almost **90%** of power generation is expected to derive from renewables.

Electricity prices have been rising

Even without considering the 2022 energy crisis, **electricity prices have been rising** over the past 15 years, making affordability a topic to address.



Looking at consumers' **product** categories like EV cars, the price gaps vs traditional products **imply exclusion among customers who cannot afford new technology.**

- EV prices +15% higher price vs ICE vehicles in 2021, and they are expected to decrease and become less expensive than traditional cars only in 2030.

30%

Annual wages spent by EU families on utilities: energy price increases are particularly impactful on families

50%

Young aged <25 more willing to pay a premium for products' sustainability vs only 20-30% of people aged 45+

69%

People in most EU countries still considering **affordability more important than sustainability**

Customers: Transparent Communication

Sustainability is becoming a key driver of purchase, however...

...transparent communication on products' true sustainability is fundamental

- Need to **allow the comparison of green products** and transparency on the negative impact of "grey" products **to make consumers aware** of their choices

Greenwashing techniques

- Sometimes used by companies to **claim false sustainability commitments**

Main greenwashing categories

Hidden Trade-Off

Environmental issues that are emphasized at the expense of another potentially more concerning issue

No Proof

Environmental claims that are not backed up by factual evidence or third-party certification

Vagueness

Environmental claims that are lacking in specifics and are deemed meaningless

Worshipping False Labels

Creating false certifications or labels to mislead consumers

Irrelevance

Unrelated environmental issues are emphasized

Lesser of Two Evils

Environmental claims on products that have no environmental benefits to begin with

Fibbing

Environmental claims that are blatantly false

45%

Customers declare sustainability as the key purchase factor for specific products (e.g. baby products)

67%

EU consumers think it is a good idea to have carbon labels and sustainability information on products

53%

EU adults are not able to identify greenwashed products



Communities

- Access to Essential Services (Energy, Mobility)
- Sustainable Education
- Forced Resettlement and Displacement in Stranded Assets
- Tax Transparency

Communities: Access to Essential Services (Energy, Mobility)

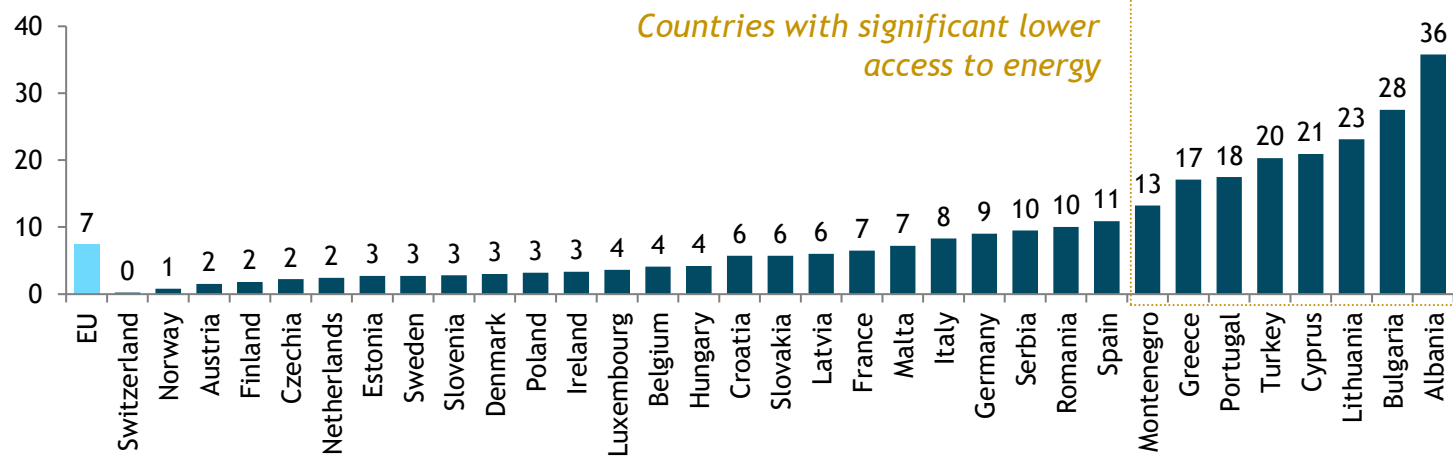
The Green transition will require a massive effort in converting energy from fossil fuels to renewables:

- ~90% of renewables share in generation globally by 2050

However, there are still deep inequalities:

- Energy access and energy poverty are not solved issues yet, with many countries still unable to keep homes adequately warm (2020 data)

INABILITY TO KEEP HOME ADEQUATELY WARM BY POPULATION DENSITY (% OF POPULATION)



+215 M

Solar PV to be installed by households by 2050 globally

8%

Global annual growth for heat pumps' installation by 2050

+50%

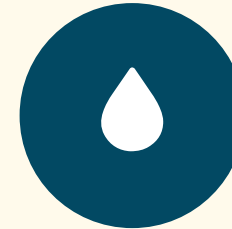
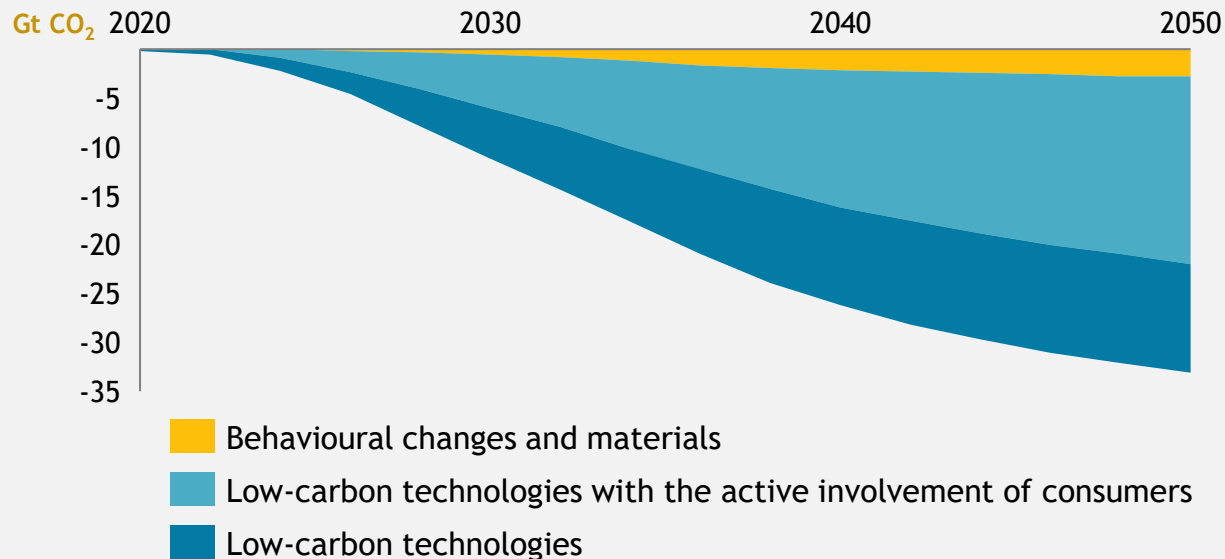
EU Households electricity prices rise in 2020

Communities: Sustainable Education

Achieving climate neutrality requires a switch towards new technologies and a change in daily habits, therefore....

...behavioral changes are key elements of the transition's success

- Behavioral changes provide around 4% of the cumulative emissions reductions in our pathways.



Reduce excessive hot-water temperatures by 2030



Average space heating temperatures by 2030



Average space cooling temperatures by 2030

Communities: Forced Resettlement and Displacement in Stranded Assets

Development-induced displacement is a major concern to sustainable economic development:

- 20 million people are estimated to have been displaced annually **between 2011 and 2020, for a total of 200 million**

Specific Green transition projects have been alleged to have not employed informed consent and/or failed resettlement processes:

- **Solar power plants** installation e.g. in North Africa (Morocco-Western Sahara towards the Sarauí people)
- **Wind farms** installation e.g. in Latin America (Brazil, with the Baleia wind project)
- **Hydropower dams'** installation e.g. in Central Africa (Nigeria, with the displacement of over 100,000 people for the Three Gorges Dam project)
- **Offsetting schemes and reforestation projects** e.g. in Haiti (eviction of local communities from the Parc National la Visite)

3700

- **Number of conflicts** of human and land rights violation
- They are currently mapped in the EU Commission "**EJ Atlas**" project, a global database for environmental justice

Human Rights

Failed resettlement plans cause worsen living standards, greater levels of poverty, increased debt, cultural losses and damage to health and safety

Global South

Main areas where **resettlement projects** have been **unresolved** due to legal fallacies, **differently** from **European cases**

Communities: Tax Transparency

Taxes are one of the ways in which business contributes to society:

- They allow investments in **essential resources and conditions that businesses need to strive for**
- They are a crucial tool for businesses to achieve the **UN Sustainable Development Goals**
- They have a **positive impact on the societies where businesses operate**

Enhanced transparency and disclosure on responsible tax behavior are now subject to public scrutiny:

- The **G20, the OECD and the EU**, as well as national governments, have introduced **new enhanced tax transparency initiatives**
- In parallel, **voluntary initiatives and standards** have been developed by different stakeholder groups

Source: [A Blueprint for Responsible and Transparent Tax Behaviour](#) (2019) CSR Europe, PwC Netherlands

Trends

- **Publication of Tax documents** previously endorsed at the Board level
- **Enhanced preparedness** in tax reporting requirements
- Better **co-operative relations** with tax authorities
- Open and “pedagogical” approach in **explaining** the company’ tax position

Challenges




- **Role of the tax function** within the company
- Proper **implementation and monitoring** of tax strategy
- Integration of **technology and digital transformation** for tax governance and management
- **Assessment of the impact** of tax incentives



Collection of Corporates' Best Practices





Collection of Corporates' Best Practices

INITIATIVES THAT IMPACT JUST TRANSITION DIRECTLY AND INDIRECTLY

Stakeholder	Social theme	Company/ Solution	Initiative
Workforce	Talent Scarcity & Inclusion		<ul style="list-style-type: none"> • Value4Disability promotes the autonomy of people with disabilities and their involvement in organizational life, harnessing their unique contribution to create value • Through this project, people with disabilities are playing a leading role in innovation, reinventing products' that are accessible and inclusive
			<ul style="list-style-type: none"> • Launch of the “Engie Academy”, developed in partnership with competence centers, to better train and recruit technical workers for skills that are hard to find in the labor market • It also aims to share the expertise - with the entire company and its ecosystem - of Group employees in taking sustainability issues into account in their occupations
			<ul style="list-style-type: none"> • Power2Act is a yearly program dedicated to the employees who are active in civil society by welcoming their suggestions in the establishment of projects around diversity and inclusion, disability and the environment • ENGIE selects and supports these projects financially and logistically to scale up their impacts within the company
			<ul style="list-style-type: none"> • AXA institutionalized a Diversity & Inclusion Council with ad-hoc governance, priorities and agenda • Meets twice a year to update and redefine KPIs, targets and monitor the progress of projects <hr/> <ul style="list-style-type: none"> • Together with Crossroads Bank for Enterprises, AXA developed a method to obtain employees diversity data whilst respecting GDPR regulations • This allows them to receive an anonymous view of their workforce diversity once every year in terms of gender, age category, starting day of employment, salary category and nationality and act accordingly to raise inclusivity rates





Collection of Corporates' Best Practices

INITIATIVES THAT IMPACT JUST TRANSITION DIRECTLY AND INDIRECTLY

Stakeholder	Social theme	Company/ Solution	Initiative
Workforce	Talent Scarcity & Inclusion	L'ORÉAL	<ul style="list-style-type: none"> Diversity and Inclusion training as part of the onboarding process at L'Oréal Belgium For three hours, all new employees are educated with interactive workshops on unconscious bias to create a safe space for employees and managers to share their stories and discover vulnerabilities and implement fallacies in D&I governance
			<ul style="list-style-type: none"> Established different Employee Resource Groups for each diversity area to raise concerns and build a diverse workforce for the future: Alliance for Diverse Abilities (mental & physical restrictions), African Ancestry Leadership Council, Open & Out (LGBTQ+), Generation Now (<35 years) and Women Leadership & Inclusion There are also 2 Employee Networks: Experienced Professionals Network (+50 years) and the New Millennials Sounding Board Group (local talent with migration background)
			The Ageing Project offers specific programs for senior workers while addressing three key areas: professional development, employee experience and social protection
			<ul style="list-style-type: none"> The Sumando Oportunidades (Adding Opportunities) programme helps integrating young people at risk of social and workforce exclusion It aims at developing new talent pools and creating new opportunities through training, internships and securing a place in the company
			<ul style="list-style-type: none"> Boost! is a method to train and recruit future employees that come from a vulnerable social and ethnic background and lack specific competencies to enter the labor market It provides services to both job seekers, the current workforce, and external interested companies through individual training and dual learning






Collection of Corporates' Best Practices

INITIATIVES THAT IMPACT JUST TRANSITION DIRECTLY AND INDIRECTLY

Stakeholder	Social theme	Company/ Solution	Initiative
Workforce	Talent Scarcity & Inclusion	 ILUNION	<ul style="list-style-type: none"> Recycling4all: created with Repsol Impact Social, large-scale industrial recycling company operating in predominantly rural areas that aims for a triple positive effect: economic (cost-effective), social (hiring most vulnerable people of the area) and environmental.
	Leadership	 enel	<ul style="list-style-type: none"> Corporate culture based on a concept of “soft leadership,” which aims to empower people using soft skills to be coupled with the hard skills that companies already possess
		aino	<ul style="list-style-type: none"> The HealthManager platform is a SaaS solution to monitor workforce health, engagement, sense of community, competence and financial health
	Up/Re-Skilling	 MAPFRE	<ul style="list-style-type: none"> Eureka: a technological platform for knowledge management that unites the knowledge of the entire organization in a single space Currently, there are close to 1,400 knowledge-leader employees worldwide, and almost 2,000 pieces of knowledge have been shared
		 enel	<ul style="list-style-type: none"> Re-Generation: training project to offer professional training courses to the energy company's employees over 50 on the issues of technological innovation and digitalization. Employees will be able to study online on the e-learning platform of the digital University by choosing their program from Digital Economy, Law in Digital Society, IT and New Technologies to update their skills and portfolio





Collection of Corporates' Best Practices

INITIATIVES THAT IMPACT JUST TRANSITION DIRECTLY AND INDIRECTLY

Stakeholder	Social theme	Company/ Solution	Initiative
Workforce	Up/Re-Skilling		<ul style="list-style-type: none"> • BBVA Reskilling Plan: through an innovative training ecosystem, the bank's workforce can reinforce, update or deepen their knowledge in the skills identified as pivotal to promote the transformation and the future of the bank. • This ecosystem is structured according to the needs of the employee and also includes a sustainability itinerary, which focuses on climate action and inclusive growth.
			<ul style="list-style-type: none"> • Upskilling and reskilling to respond to the bank's digital transformation and future/new practices through the Agile methodology
			<ul style="list-style-type: none"> • Orange Campus: network that provides trainings to prepare employees for the skills of tomorrow, allowing learners to build a new career pathway and a new set of skills online and offline
			<ul style="list-style-type: none"> • Augmented strategic workforce planning SAAS provider which helps companies anticipate workforce demand/supply, promoting specific solutions for internal mobility, trainings and safeguarding future employability of employees with AI advent
			<ul style="list-style-type: none"> • Apprenticeship training center in France offering two-year courses for 16-30-year-old future and present technicians on new technologies and jobs • Areas of training: maintenance of heating and cooling networks, industrial energy efficiency solutions and renewable energy dedicated to energy transition and climate occupations.




Collection of Corporates' Best Practices

INITIATIVES THAT IMPACT JUST TRANSITION DIRECTLY AND INDIRECTLY

Stakeholder	Social theme	Company/ Solution	Initiative
Supply Chain	Adaptation of supply chain		<ul style="list-style-type: none"> • Low Carbon Transition Group mobilises global resources to contribute to the acceleration of BNPP corporate and institutional clients' transition to a sustainable and low-carbon economy
			<ul style="list-style-type: none"> • BanQu platform as a service to improve traceability, transparency and access to Recycled material supply chain • The project allows suppliers/small businesses to record their cashless transactions in a blockchain-based system
	Human Rights		<ul style="list-style-type: none"> • IBM blockchain platform: a consortium is working on a way for companies to offer proof to customers all the way from the point of extraction • They are working on a first pilot to demonstrate how materials in the cobalt supply chain can be responsibly produced, traded, and processed from mine to end manufacturer to escape human rights violations and create responsible sourcing
			<ul style="list-style-type: none"> • DiginexLUMEN is a technology due diligence tool that provides greater transparency of the labor recruitment supply chain, identifying human rights and labor risks • Risk scoring is used to develop action plans to address risks and ensure continuous improvement in ethical recruitment







Collection of Corporates' Best Practices

INITIATIVES THAT IMPACT JUST TRANSITION DIRECTLY AND INDIRECTLY

Stakeholder	Social theme	Company/ Solution	Initiative
Customers	Affordability		<ul style="list-style-type: none"> • IBM co-created with Raise green, an "Originator Engine" that streamlines and simplifies the whole process of creating, funding and building a clean energy project as every utility and county has its own set of laws. • The Originator Engine takes all information and regional data into account allowing users to create their own projects and get them funded through inclusive financing
			<ul style="list-style-type: none"> • Affordable loans for green energy and clean mobility investments either to improve home efficiency or to buy equipment designed • Aim is to help clients reduce their carbon footprint and consumption at an affordable loan rate
	Transparent Communication		<ul style="list-style-type: none"> • Engie informs its consumers about the challenges of the energy transition and promotes energy savings through various channels e.g., digital channels, energy-saving telephone line, training of social workers... • It also offers packages that allow consumers an optimized control of the electricity and gas consumptions: e.g. (i) Mon Pilotage Elec, (ii) Ma conso+, (iii) Mon Pilotage Gaz, allowing ENGIE's customers benefit from savings of up to 15%.





Collection of Corporates' Best Practices

INITIATIVES THAT IMPACT JUST TRANSITION DIRECTLY AND INDIRECTLY

Stakeholder	Social theme	Company/ Solution	Initiative
Communities	Access to essential services: Energy Poverty		<ul style="list-style-type: none"> • MicroStart provides advice and grants microcredits to entrepreneurs who do not have access to financing from the traditional banking sector
			<ul style="list-style-type: none"> • OpenInnovability is a crowdsourcing platform for innovative and sustainable solutions • Everyone can propose solutions to issues, enlarging inclusivity, accessibility, transparency and efficiency
			<ul style="list-style-type: none"> • Neobanks are 100% digital banks • They use apps and online platforms to support their customers rather than physical branches to provide easy access (more than 77 in EU; Monzo example only illustrative)
			<ul style="list-style-type: none"> • IBM Sustainability Accelerator is a pro bono social impact program that applies IBM technologies, such as hybrid cloud and artificial intelligence, and an ecosystem of experts • It aims at helping vulnerable populations facing environmental threats including climate change, extreme weather, and pollution providing expertise and funds
			<ul style="list-style-type: none"> • Solar farm in Roc du Doun securing an annual electricity consumption for 7,000 people in the Limousin, also including efforts in wetlands restoration, eco-tourism and agricultural development in the area • Wind farm of Banyuls is a social innovation partnership with industrial developers, local cooperative, communities and specialists to help managing the economic benefits and financial aspects of the project
	Access to Green Mobility		<ul style="list-style-type: none"> • Electric scooters and electric/hybrid cars policies: A possibility of third-party liability coverage is offered for these vehicles that improve people's sustainable mobility options in Spain
			<ul style="list-style-type: none"> • Established as MAPFRE's R&D&I center that enables the company to anticipate the way that changes in the mobility world will impact the insurance industry



Collection of Corporates' Best Practices

INITIATIVES THAT IMPACT JUST TRANSITION DIRECTLY AND INDIRECTLY

Stakeholder	Social theme	Company/ Solution	Initiative
Communities	Sustainable Education		<ul style="list-style-type: none"> • Kids' Labs Worldwide are free education programs to children aged 6-12 to recognize how chemistry helps protect the environment and can be used to reach a sustainable future • Brought to more than 30 countries, both virtually and on-site, it aims at strengthening the interest in STEM education, with programs on e.g. water and food security, nutrition, sustainable development
			<ul style="list-style-type: none"> • PowerCoders: first-ever coding academy for refugees NEET category people (people who are Not in Education, Employment or Training) • The aim is to promote equal opportunities and job placement, a goal that also goes some way to meeting companies' need to find IT professionals on the market
			<ul style="list-style-type: none"> • Partnerships with Be.Face to distribute toolkits in high schools with non-EU backgrounds to trigger their interest in scientific subjects • Organised job search mentoring activities for jobseekers with non-EU backgrounds
			<ul style="list-style-type: none"> • Partnerships with Belgian universities and BeCode platform that trains youngsters and young adults out of underserved communities through a 6-month fast track training program to become a web developer or AI expert • The training program is complemented with a 6-month internship training

Collection of Corporates' Best Practices



INITIATIVES THAT IMPACT JUST TRANSITION DIRECTLY AND INDIRECTLY

Stakeholder	Social theme	Company/ Solution	Initiative
Communities	Sustainable Education		<ul style="list-style-type: none"> • IBM SkillsBuild offers over 1,000 courses in 19 languages on cybersecurity, data analysis, cloud computing, and other technical disciplines. • Educators and students in high school and early college can access sustainability resources that will help bring digital and professional skills critical to working in sustainability and beyond
			<ul style="list-style-type: none"> • Carbon footprint calculator to help people and small businesses to know their pollution level and how much money this represents. • It includes functionalities such as set savings goals, compare and access ideas to optimize consumption.







Collection of Ecosystem Initiatives





Collection of Ecosystem Initiatives

Organization	Type	Objective of org/initiative	Description
<p>CSR Europe</p> 	<p>European business network for Corporate Sustainability and Responsibility</p>	<p>Workforce: Talent scarcity</p> <p>Workforce: Up/re-skilling</p> <p>Communities: Youth education on sustainability</p> <p>Communities: Tax transparency</p> <p>Supply Chain: Rights to freedom, working and living conditions</p>	<ul style="list-style-type: none"> • Business Uniting Talents 2030: the European Leadership Network on Ethnic Diversity & Inclusion • Upskill 4 Future on HR transformation for the employability of vulnerable workers. It is run in 4 countries (IT, ESP, PL, FR) and involves 30+ companies from multiple sectors ★ Together 4 STEM: Collaborative platform to attract more students into STEM education and careers • CSR Blueprint for Responsible and Transparent Tax Behaviour. It helps companies embed transparent tax behaviour and align tax function • Extractives for Development brings together large-scale mines, with their subcontractors to strengthen responsible sourcing and due diligence practices across the EV battery supply chain
<p>CSR Sweden</p> 	<p>Swedish National CSR Network, member of CSR Europe</p>	<p>Communities: Tax transparency</p>	<ul style="list-style-type: none"> • Courses for professionals on Responsible Tax Behavior and Sustainability





Collection of Ecosystem Initiatives

Organization	Type	Objective of org/initiative	Description
Fundacion ONCE 	Foundation	Disability Inclusion	<ul style="list-style-type: none"> The mission of ONCE Foundation is to contribute to the full social inclusion of people with disabilities, helping to make effective the principle of equal opportunities and non-discrimination
Diversity atlas 	Data-analysis platform	Workforce: Inclusion	<ul style="list-style-type: none"> It provides insight into cultural and demographic diversity within an organization to understand the diverse richness of its teams and to better measure, understand, acknowledge and act on its diversity, inclusion and development strategies
Disability Hub Europe 	Partnerships of organizations, CSR Sustainability-related platforms, civil society entities	Workforce: Inclusion	<ul style="list-style-type: none"> Mission to promote the equality and inclusion of people with disabilities and their families Special focus on training, employment and universal accessibility of goods, services and environments
International Panel on Behavioral Change (IPBC) 	Global group of scientists and experts	Communities: Sustainable Education	<ul style="list-style-type: none"> Mission to bring together scientists and experts from all behavioral sciences around the world to become an international scientific institution The first objective is to produce regular exhaustive state-of-the-art transdisciplinary literature reviews on Drivers of behavioral change and non-change by mobilizing all relevant sciences



Collection of Ecosystem Initiatives

Organization	Type	Objective of org/initiative	Description
 <p>UNEP UN environment programme</p>	Intergovernmental organization	Communities: Youth education on sustainability	<ul style="list-style-type: none"> • UNEP-YEA Green Jobs focuses on improving education on green careers for educators and employers ★ It supports the international trend in curricula, research, career advising and job placement to build a green workforce through best practices sharing and events
 <p>SME Climate HUB</p>	Global initiative	Supply chain: Resilience	<ul style="list-style-type: none"> • Proposes tailored incentives and tools for SMEs to commit and halve their emissions by 2030 • Educates SMEs on the competitive advantage, risk management and efficiency benefits of reducing emissions
 <p>Enterprise pour l'environnement (EpE)</p>	Think-tank	Sustainability in businesses - partnership	<ul style="list-style-type: none"> • Platform of 60 French and large international companies from all sectors of the economy • Mission to integrate the environment into business strategies and day-to-day management
 <p>Forética</p>	Global network of Spanish speaking businesses and professionals	ESG in businesses - partnership	<ul style="list-style-type: none"> • Mission to integrate ESG aspects into the strategy and management of companies • With JOBS 2030, Foretica aims at supporting and making visible business action towards a more sustainable and ethical Future of Work, delving into the most relevant elements to achieve a fairer transition in adaptation and development in digitalization

Collection of Ecosystem Initiatives

Organization	Type	Objective of org/initiative	Description
<p>Business for Inclusive Growth (B4iG)</p> 	Partnership between OECD and global coalition of companies	Advance inclusive growth	<ul style="list-style-type: none"> • Advance Human rights in direct operations and supply chains • Build Inclusive workplaces • Strengthen inclusion in company value chains & ecosystem • Develop adapted tools to measure and value the impact of inclusive business
<p>Glasgow Financial alliance for Net Zero (GFANZ)</p> 	Global coalition of leading financial institutions	Accelerating the decarbonization of the economy within UN's Race to Zero	<p>Developed a report on:</p> <ul style="list-style-type: none"> • Building commitment • Mobilizing Private capital to EM&DCs • Sectoral Pathways <ul style="list-style-type: none"> • Real-Economy transition plans • Financial institutions transition plans • Portfolio align management • GFANZ Policy Call to Action
<p>The Business Commission to Tackle Inequality (BCTI)</p> 	Global coalition of WBCSD Members and Partners	Mobilizing the private sector to tackle inequality	<p>Report by end of 2022 on:</p> <ul style="list-style-type: none"> • Respect Human Rights • Enhancing Access to Essential Services and Products • Diversity, equity and Inclusion <ul style="list-style-type: none"> • Preparing people for the future of work • Distributing value and risk equitably • Enabling government action
<p>Investors for a Just Transition</p> 	Global coalition of asset managers and holders	Promote a Just Transition to low-carbon economies	<ul style="list-style-type: none"> • Encourage companies to integrate Just Transition into their climate strategy • Promote best practices in most affected sectors • Facilitate collaboration between investors and companies • Developed a Just Transition Hub with Moody's ESG Solutions

Collection of Ecosystem Initiatives

Organization	Type	Objective of org/initiative	Description
<p>DigitAll</p> 	<p>Coalition of companies, social institutions, governments</p>	<p>Digital inclusion for most vulnerable</p>	<ul style="list-style-type: none"> • Ecosystem of several bodies in Belgium that strive for new solutions and initiatives to achieve social inclusion in digital education and access
<p>World Benchmarking Alliance</p> 	<p>Global multi-stakeholder Alliance</p>	<p>Provide benchmarks and rankings of most influential companies towards the SDGs</p>	<ul style="list-style-type: none"> • The CHRB provides a comparative report year-on-year of the largest companies on the planet, looking at the policies, processes, and practices they have in place • Their assessment of Just Transition in 2021 covers 180 companies across oil and gas, electric utilities and automotive manufacturers sectors based on companies' publicly available disclosure

Contributors

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CSR Europe is the leading European business network for Corporate Sustainability and Responsibility. With our corporate members, National Partner Organisations (NPOs), and Associated Partners, we unite, inspire & support over 10,00 enterprises at local, European and global level.

We support businesses & industry sectors in their transformation and collaboration towards practical solutions and sustainable growth. We are for systemic change. Following the SDGs, we want to co-build with the European leaders and stakeholders an overarching strategy for Sustainable Europe 2030

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Moody's ESG Solutions Group is a business unit of Moody's Corporation serving the growing global demand for ESG and climate insights. The group leverages Moody's data and expertise across ESG, climate risk, and sustainable finance, and aligns with Moody's Investors Service (MIS) and Moody's Analytics (MA) to deliver an integrated suite of ESG and climate risk solutions.

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Our Offer for a People-Centred Transformation

CSR Europe presents you below with **the latest business intelligence, strategic direction, and practical tools to advance and lead on Just Transition**. They are the result of our network's engagement with the European Commission to **empower the S of the ESG**.

Step 1

Get the business intelligence & set the strategic direction

- **The European Sustainable Industry Barometer**, developed by CSR Europe in collaboration with **Moody's ESG Solutions**, shows that **social issues** - e.g., income and wealth, gender gap, child labour, poverty, refugees, social unrest - **are not only on the rise but have even been exacerbated** as a result of climate change, conflict, and Covid-19.
- **Business for Just Transition** supports enterprises in the strategic direction, methodologies, and tools to embed Just Transition within their purpose, strategy, and operations. The document showcases **The European Business Roadmap for Just Transition** and the **key takeaways of the second edition of the European Sustainable Industry Barometer** ([read the highlights of the first edition here](#)).

Step 2

Learn from the best in class

- **Building Inclusive Workplaces: Practices for a People-Centred HR Approach** guides companies in the adoption of **future-proof, innovative HR strategies**. You will learn about our **HR Readiness Tool** and get recommendations to foster **responsible leadership, workforce retention, and talent investment**.
- **Upskilling and Reskilling in the Age of Just Transition** showcases best practices and recommendations from **30+ European companies** for the successful implementation of upskilling and reskilling strategies with a **focus on employees at risk**. A specific section is dedicated to **SMEs**.
- **The Climate Education Toolkit** for teachers & students bridges the skills gap between industry and classroom, facilitating the development of **STEM talents equipped to tackle climate change successfully**.



Responsible Business, Better Future.

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