



NATIONAL CASE STUDY REPORT

LITHUANIA



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Foreword

The EU's leadership in the fight against climate change also provides opportunities for Lithuania that is determined to be at the forefront of Europe's green movement and support the EU's most ambitious climate change control targets. In pursuing the Green Deal objectives, Lithuania must simultaneously address the multiple security challenges the country is facing, such as its dependence on energy and raw materials, the overall quality of life, its competitiveness and its natural balance. As the world and Lithuania are still coping with the consequences of the pandemic and its economic impact, the need for economic sustainability has not subsided and the focus on climate change and environmental issues has enhanced. The Communication from the Commission “The European Green Deal” promotes initiatives that aim to modernise and transform all the sectors of economy with a view to building, by 2050, a climate neutral EU economy.

In recent years the green transition, as a key national public policy has become an increasingly important and topical issue around the world. The aim of the policy is to achieve sustainable development, protect the environment, conserve natural resources and reduce the harmful human impact on the environment.

In Lithuania, the green transition area is regulated by various pieces of legislation aimed at promoting sustainable development, protecting nature and encouraging environmentally friendly and sound activities. This legislation covers areas ranging from waste management to energy saving and sustainable urban planning.

One of the most important pieces of legislation related to green transition in Lithuania is the Law on Environmental Protection, which lays down general environmental protection rules that apply throughout the country. The Law on Environmental Protection also provides for responsibility for the protection of nature and the environment, and sets out various mechanisms to promote sustainable development.

The green transition is thus one of the most important national public policies aimed at protecting nature, conserving resources and promoting sustainable development. This policy is not only important for the present generation, but also for future generations, in order to create a sustainable and environmentally friendly society.

1.1 The study: context and objectives

1.1. Context of the study

In recent years the green transition, as a key national public policy has become an increasingly important and topical issue around the world. The aim of the policy is to achieve sustainable development, protect the environment, conserve natural resources and reduce the harmful human impact on the environment. In Lithuania, the green transition area is regulated by various pieces of legislation aimed at promoting sustainable development, protecting nature and encouraging environmentally friendly and sound activities.

The EU's leadership in the fight against climate change also provides opportunities for Lithuania that has determined to be at the forefront of Europe's green movement and to support the EU's most ambitious climate change control targets.

In pursuing the Green Deal objectives, Lithuania must simultaneously address the multiple security challenges the country is facing, such as its dependence on energy and raw materials, the overall quality of life, its competitiveness and its natural balance. As the world and Lithuania face a pandemic and its economic consequences, the need to ensure economic sustainability has not diminished, and the focus on climate change and environmental issues has increased.

1.2. Objectives of the study

The objectives of the study is to analyse the implementation of the green transition policy in Lithuania and its impact on the fuel and energy, industry and transport sectors Principal objectives of the study are the following:

- assess the main energy and climate policies and objectives relevant to the sectors concerned;
- identify the impact of the green transition on sector transformation, employment and working conditions;
- examine the similarities and differences in the views and positions of workers and employers in the three sectors;
- assess the provisions in collective agreements that promote just transition.

1.2. Methodology

The study shall be carried out in compliance with the ethical standards necessary to ensure the reliability and legitimacy of the study results and to implement the basic ethical principles of voluntariness, anonymity and confidentiality. These principles are important in order to avoid any negative impact on the participants and to maintain the desired level of the study quality. Particular attention is paid to the principle of voluntariness, which ensures that during the interviews, their participation will be based on free will, without any external pressure, through clear communication with potential respondents, giving them the right to withdraw from the study at any of its stage. Respecting the principle of anonymity guarantees that interviewees' identities will not be disclosed or linked to the specific answers given. The principle of confidentiality obliges us not to disclose individual responses to third parties and the data made public will be of a general nature only, while protecting the privacy of individual respondents. Participants of the study will be informed of their right to have access to the final study report.

2. Key national public policies and legislation related to the green transition

The EU's initiative to tackle climate change opens up new opportunities for Lithuania, determined to lead Europe's Green Deal by supporting the EU's ambitious climate change goals.

In pursuing this course, Lithuania faces a range of challenges including national security, energy and raw material independence, maintaining quality of life, increasing competitiveness and ensuring the balance of nature.

The economic impact of the pandemic has not diminished the need for sustainable economic development, and it has brought about changes in the areas of climate change and the environment. The European Commission is proposing initiatives to transform all sectors of the economy to achieve climate neutrality in the EU by 2050.

The achievement of such goals will lead to sustainable growth, decarbonisation, competitive, socially just, innovative technologies and efficient economic development, creating new green jobs and improving the quality of life of the population.

Despite the pandemic-induced economic downturn in Lithuania, environmental sustainability must remain a high priority, and public and private investment to address environmental and climate change challenges will help to stimulate growth, build resilience, and ensure a sustainable recovery from the crisis.

In recent years, the green transition has become one of the most important public policies in Lithuania, aiming for long-term sustainable development and environmental sustainability. This policy area is based on measures for digital transformation, sustainable transport, the use of renewable energy sources and the fight against climate change. Key legislation related to green transformation in Lithuania includes:

1. **Law on Energy from Renewable Sources.** This legislation establishes regulation and incentive mechanisms for the development of renewable energy sources, including solar, wind, hydropower and biomass. The Law on Energy from Renewable Sources sets the targets for reducing emissions and requirements for the implementation of renewable energy sources.

2. **National Energy and Climate Plan.** This strategic document sets out Lithuania's action plan to reduce emissions, increase energy efficiency and promote sustainable development. It sets out concrete actions that will help Lithuania achieve its climate goals.

3. The Law on the Development of the Energy Infrastructure. This Law regulates the development of energy infrastructure, including electricity transmission and generation grids.

The Law sets out the requirements for safety, efficiency and compliance with environmental standards.

These important pieces of legislation are only part of the overall legal framework that enables Lithuania to pursue its green transformation and achieve its sustainable energy and environmental policy objectives. Thus this range of different laws and policy documents reflect the country's commitment to the green transition and to adapting to the changing climate challenges.

Lithuania aims to become a regional hub for green finance, supported by the newly established Green Finance Institute. The Institute should ensure public-private cooperation in the development of new financial instruments and raise public awareness on sustainability and the “green” financial products. The plan also provides for the creation of a centralised sustainability database to improve the availability and use of this data in the financial sector, as well as for the strengthening of regional cooperation aimed at securing Lithuania's position as a regional leader in developing the “green” finance.

Furthermore, the plan intends to develop a public sector green bond issuance plan, create a framework for green infrastructure projects, the development of green bond programmes and other measures to promote the development of “green” finance. These actions are aimed at promoting sustainable investment, building sustainable infrastructure and growing the green economy, establishing Lithuania as a powerful regional leader in the area of green finance.

●.1 The Green Deal policy framework

Legal bases: A crucial condition for implementing the Green Deal in Lithuania is its legal framework. The country's legislation provides for measures to promote sustainable development through the use of environmentally friendly technologies and the reduction of environmental pollution.

2. Investments: The government provides funding and encourages investment in projects that contribute to the objectives of the Green Deal. Such undertakings may include energy efficiency projects, the development of renewable energy sources and infrastructure upgrades.

3. Education and awareness raising: Education campaigns and public awareness initiatives in Lithuania promoting conscious consumption, waste sorting, environmental sustainability and other principles of the Green Deal policy.

4. International cooperation: Lithuania actively cooperates with other countries and international organisations to pursue the common Green Deal policy objectives and share best practices.

The energy, industry and transport sectors are the three of the key sectors that are crucial to tackling climate change and achieving a sustainable energy future. These sectors have a major impact on emissions and energy consumption, and energy and climate policies are therefore crucial in reducing the impact of the sector on the environment.

In the energy sector, the overarching objective is to reduce dependence on fossil fuels and promote the use of renewable energy sources. This is to be achieved by encouraging investment in solar, wind, hydro and other renewable energy technologies and promoting energy efficiency. It also aims to reduce emissions and contribute to climate change emissions. By 2030, half of Lithuania's electricity consumption will come from renewable energy sources, and at least 90% in district heating systems. Energy independence will be ensured through climate-neutral policies and divesting of fossil fuel.

In the industrial sector, one of the main objectives is to promote sustainable industrial development and to reduce the negative environmental impact of industry. This can be achieved by promoting innovation, using environmentally friendly technologies, reducing waste and optimising production processes. It is also important to ensure that the industrial sector uses energy efficiently and reduces emissions.

In the transport sector, the key objective is to reduce environmental pollution and emissions from the fuels used by vehicles. This is achieved by promoting the use of electric vehicles and other environmentally friendly means of transport, developing the public transport network, encouraging people to cycle and walk, and reducing the energy consumption of vehicles.

All of these policies and objectives are essential to achieving a sustainable energy future and reducing negative environmental and climate impacts. Only by implementing these policies and achieving the targets will we be able to create a more environmentally friendly and sustainable society for the future.

●.2 Policies and programmes related to the just transition

1. The Law on Environmental Protection. This Law on Environmental Protection lays down the basic norms and principles of environmental protection, including the conservation of natural resources, the reduction of environmental pollution and the sustainable use of natural resources.

2. Law on Energy from Renewable Sources. This Law establishes a legal framework to promote the development of renewable energy sources in Lithuania, including support mechanisms, subsidies and other measures.

3. National Strategy on Waste Management and Recycling. This strategy sets out the government's policy on waste management, including the reduction of waste accumulation, the promotion of recycling and synergies with other environmental objectives.

4. National Energy Strategy: This strategy sets out the objectives of the national energy sector, including improving energy efficiency, developing renewable energy sources and promoting sustainable energy consumption.

●.3 National labour relation system

Workers' representation includes the protection of workers' rights and interests, as well as representation vis-à-vis other parties involved in the social partnership, in labour disputes and in institutions promoting socialisation, in the creation and modification of their rights and obligations, and in the determination of their socio-economic situation.

Employee representatives:

- Trade unions
- Works Council
- Employee representative.

The actions of the workers' representative must be planned and carried out with the participation of the workers' representative and, as far as possible, with a view to promoting the general interests and rights of workers. The works council may not perform the role of workers' representative, which under the Labour Code is the sole prerogative of trade unions.

Trade unions can operate directly at the employer level, and their organisations can be at territorial, sectoral or national level. Trade union organisations operating at branch or territorial level must have at least five employer-level organisations trade unions operating at the employer level, while trade unions operating at the national level may be affiliated to trade unions operating at the branch and territorial level

Works councils and workers' trustees are independent employee representative bodies that act as a link between all employees and management at employer level. The works council operates on a three-year cycle, starting from the beginning of its mandate.

A works council is compulsory to be set up at the initiative of the employer at an entity employing on average 20 or more persons. If the workplace has a trade union whose members represent more than 1/3 of the employer's workforce, the entity may decide not to set up a works council; all functions shall be transferred to the union.

If more than 1/3 of the employees are members of a trade union, the functions of the works council shall be exercised by representatives of the trade union.

Collective bargaining system. In Lithuania, the collective bargaining system operates at three levels - national, sectoral and enterprise. The collective bargaining system is a platform for discussing working conditions, remuneration, social security and other conditions related to work. Employers also have the freedom to amend higher-level collective agreements to adapt to new conditions or requirements.

Collective labour relations are governed by European Union law

After Lithuania became a member of the European Union, dozens of European corporations with international subsidiaries were established in the country, as well as companies with European subsidiaries expanding their operations.

We therefore need to address a form of social partnership, informing workers and consultation, where the employer takes decisions for the company itself, rather than having a worker representative involved in the process. They need to be informed and to express their views on major events or decisions that affect the employees of the company/group. Involving employees in the decision-making process through information and consultation increases the transparency and democracy of the process and makes decisions more legitimate and effective.

The current Lithuanian legislation adopted to implement the EU Directives and regulate employee participation in the management of companies: the Law on the European Works Councils, the Law on the Involvement of Employees in European Companies, the Law on Employees' Participation in Decision-Making in European Co-operative Societies, the Law on Employee Participation in a Company Following a Cross-Border Merger of Limited Liability Companies.

- Directive 2009/38/EC of the European Parliament and of the Council of 6 May 2009 on the establishment of a European Works Council or a procedure in Community-scale undertakings and Community-scale groups of undertakings for the purposes of informing and consulting employees was transposed into the Lithuanian national legislation by the Law on the European Works Councils. The European Works Council is a statutory body representing the employees of an undertaking/group of undertakings operating in several countries, through which the management of the undertaking/group of undertakings informs and consults employees on matters of concern to them concerning the management of the undertaking/group of undertakings. European Works Councils should be set up to ensure effective and timely information and consultation of employees on matters concerning the whole of an undertaking (group of undertakings) which operates in several Member States of the European Union, or at least the branches of an undertaking (undertakings in a group of undertakings) which operate in several Member States.

- The Law on the Involvement of Employees in European Companies of the Republic of Lithuania was adopted to transpose into the Lithuanian legislation Council Directive 2001/86/EC of 8 October 2001 supplementing the Statute for a European company with regard to the involvement of employees. The aim of the Law on the Involvement of Employees in European Companies is to regulate the participation of employees in decision-making in European companies, with the aim of introducing specific provisions relating to the participation of employees in decision-making to ensure that the employees of the companies involving in the establishment of a European company continue to participate in the decision-making process after the establishment of the European company, or that their participation is not reduced.

- The Law on Employees' Participation in Decision-Making in European Co-operative Societies of the Republic of Lithuania was adopted as an instrument implementing the requirements of Council Directive 2003/72/EC of 22 July 2003 supplementing the Statute for a European Cooperative Society with regard to the involvement of employees. The purpose of the Law is to monitor the involvement of employees in decision-making in the European Cooperative Societies. The draft aims to lay down specific provisions relating to employee participation in decision-making to ensure that the legal or natural persons, or their affiliate staff contributing to the establishment of a European Cooperative Society, continue to be involved in the decision-making process after the establishment of the European Cooperative Society or their participation does not diminish.
- With a view to implementing Directive (EU) 2017/1132 of the European Parliament and of the Council of 14 June 2017 (as amended), the Ministry of Social Security and Labour drew up the draft Law on the amendment of the Law on Employee Participation in a Company Following a Cross-Border Merger of Limited Liability Companies No. X-1607. The draft proposes to lay down the prerequisites for employee participation (the influence of employee representatives on the management of the company, exercised through the right to elect, nominate, appoint, propose and/or oppose the appointment of members of the company's supervisory or other body) in the company to be reorganised, merged or divided after a cross-border reorganisation, merger or division, and for the implementation of the procedure for the participation of the employees in the company to be reorganised, merged or divided after a cross-border reorganisation, merger or division. The composition and composition of the Special Negotiating Committee, the negotiating procedure, the content of the agreement, the application of the standard rules applicable to participation rights the conditions governing the application of the standardised participation rights, the procedure for the appointment of employee representatives to the supervisory or other bodies of the company, the information and consultation of employees, the rights and guarantees of employee representatives, the liability for violations of the law are already provided for in the Act. The proposed amendment to the Law proposes to provide that this will also apply to companies undergoing transformation and demerger, and to improve certain provisions on cross-border mergers.

3. Green transformation and its impact on reorganisation, employment and working conditions in three sectors

The impact of the Green Transition on reorganisation, employment and working conditions in the energy sector in Lithuania is very important and could have wide-ranging implications. Below is presented a detailed description of the interactions between the areas:

1. Reorganisation. Promoting the green transition in Lithuania's energy sector requires a technological and structural reorganisation of the entire sector. This includes investments in renewable energy technologies (e.g. solar, wind, hydropower), energy efficiency projects and environmental protection measures. Reorganisation can mean replacing old sources of electricity generation with new ones, as well as retraining and reskilling workers for new Green transition in the energy sector clearly has a significant impact on in terms of the structure of organisations, operating models and the need for a workforce. This transformation is driving fundamental changes driven by the rapid transition to renewable energy sources and efficient energy use patterns.

The reorganisation of the sector as a result of the green transformation includes the introduction of new technologies, the development of infrastructure, energy efficiency, waste reduction and sustainable use of energy. Such reorganisation is necessary to reduce environmental impacts, conserve natural resources and achieve long-term sustainability.

This reorganisation requires major organisational changes, such as restructuring, transfer of functions, responsibility allocation, creation of new competences and process streamlining. The right leadership, employee engagement, training and communication are essential for the success of these changes.

There is no doubt that such a reorganisation in the energy sector creates opportunities for the creation of sustainable jobs, fosters technological innovation, enables the retention and attraction of highly skilled professionals, and contributes to the competitiveness of the sector and the achievement of its long-term objectives.

2. Employment. Promoting green transformation can create new jobs in the renewable energy sector, in cross-infrastructure projects and in energy efficiency. At the same time, however, there may be reduced demand in traditional energy sectors that do not use green energy sources. Retraining and adapting workers to new working conditions is also important to maintain sustainable employment. Green transition in the energy sector has an important impact on employment both directly and indirectly. In this transformation it is important that several key aspects are taken into account:

- Creating new jobs. Developing the green energy sector and investing in renewable energy sources creates new jobs, boosting employment in the sector. Companies and projects driven by green transition often require a wide range of specialists, engineers, technicians and other professionals who can contribute to the creation of new jobs.
- Technology development and retraining. The green transition process requires introduction of new technologies, which in its own turn require an appropriately skilled workforce. This requires many workers to learn new skills, develop professionally and adapt to new jobs requirements. This may require various training programmes, courses or academic studies to ensure the adequate use of technology and the quality of adaptation of employees.
- The need for craftsmen and professionals. With the growth of the green transition, there is an increasing need for a wide range of professionals such as energy engineers, environmental experts, renewable energy systems specialists, etc. The need for highly qualified professionals in this field is increasingly relevant, expanding and opportunities to improve their knowledge and skills are becoming an important preventive measure to secure the required quality of the workforce.

These factors show that the green transformation in the energy sector can have a positive impact upon employment by creating new jobs, stimulating technological development and the need for skilled professionals and workers.

3. Working conditions. Promoting the green transition can have an impact on working conditions in the energy sector. This may require the introduction of safe working conditions that meet environmental standards. It is also possible that new technologies and tools will be introduced which will require appropriate training and skills for workers. 1. Safe and healthy working conditions:

The green transition process must ensure the safety and health of workers when working with new technologies or energy infrastructure. This requires proper maintenance of work equipment, safety briefings, the use of personal protective equipment and preventive measures to avoid a range of workplace accidents.

- **Training and professional development.** The Green transition may require staff to acquire new skills and knowledge to work more effectively with renewable energy technologies or energy efficiency solutions. It is therefore important to invest in training, courses or other educational programmes to help staff adapt successfully to new job requirements.
- **Environmentally friendly working practices:** The green transition emphasises environmentally friendly activities. It is therefore important to introduce working procedures and technologies that contribute to energy saving, waste reduction, sustainable production and other sustainability principles in work processes.

Ensuring appropriate working conditions in the energy sector through the green transition is important to balance efficiency, safety, skills development and environmental protection.

3.1. Sector analysis

A. Fuel and energy sector

1. Sector in brief

- **Sector size and structure.** The fuel and energy sector is an important segment of the Lithuanian economy, accounting for around 10% of the country's GDP. The sector provides employment for around 5% of the national workforce.
- **Principal areas of activities.** Oil refining, electricity generation and distribution, natural gas supply. The main companies in this area are the Ignitis Group (a state-owned company) and private oil refineries and gas supply companies.
- **Scope of trade union membership.** About 30% of the employees in the sector are members of trade unions.
- **Scope of collective agreements:** Collective agreements cover around 50% of workers in the sector, ensuring protection of working conditions and rights.

2. Corporate strategies to address the challenges posed by the Green

Deal:

- **Investing in renewable energy sources.** Companies such as Ignitis Group, are investing heavily in solar, wind and hydropower projects to reduce dependence on fossil fuels.

- **Energy efficiency enhancement.** A range of energy-saving measures, infrastructure modernisation and advanced technologies to reduce energy losses.

- **Technology innovations** Companies are investing in the development and deployment of new technologies such as carbon capture and storage.

3. **The impact of the Green Deal policy on the transformation of the sector:**

- **Structural changes.** Green Deal policies are leading to an increase in the use of renewable energy sources, while the scope of activities of traditional fossil fuel companies is on the downturn trend. This encourages companies to adapt and restructure their operations to meet the new requirements.

- **New business models.** Companies are moving towards more sustainable business models, integrating environmental considerations into their operations, and expanding the range of environmentally friendly products and services.

4. **The impact of Green Deal policies on employment and working conditions:**

- **Work organisation.** As part of the transformation, companies are introducing more flexible working schedules and teleworking opportunities to adapt to new working conditions.

- **Health and safety at work.** Increased focus on health and safety, with new safety measures and training to ensure the well-being of workers and reduce risks.

B. Industry sector:

Sector in brief

- **Sector size and structure.** The industrial sector is one of the largest in the Lithuanian economy, accounting for around 20% of GDP and employing around 25% of the workforce.

- **Principal areas of activities.** Includes manufacturing, food, chemicals, metalworking and other sectors. Major companies range from large multinational corporations to small and medium-sized enterprises.

- **Scope of trade union membership.** About 20% of the employees in the sector are members of trade unions.
- **Scope of collective agreements.** Collective agreements cover about 40% of the employees of the sector.

C. Transport sector

Sector in brief

- **Sector size and structure.** The transport sector accounts for around 8% of Lithuania's GDP and employs around 10% of the workforce.
- **Principal areas of activities.** Freight transport, passenger transport and logistics services. The main companies include both state-owned and private transport companies.
- **Scope of trade union membership.** About 15% of the employees in the sector are members of trade unions.
- **Scope of collective agreements.** Collective agreements cover about 35% of the employees of the sector.

3.2. Cross-sectoral changes observed by staff

(source: survey (questionnaire))

1. Actions related to the green transition taken by companies in the three sectors:

o Fuel and energy sector.

- Companies are introducing energy saving measures, reducing CO2 emissions and increasing the share of renewable energy sources.

- Various innovative technologies are being implemented to reduce the use of fossil fuels.

o Industry sector.

- Companies are moving towards more sustainable production methods that reduce environmental pollution.

- Increasing volumes of investments in recycling and raw material efficiency.

o Transport sector.

- Development of electric vehicle infrastructures and promoting the use of electric vehicles.

- New logistics management systems are introduced to reduce fuel consumption and emissions.

2. The impact of the green transition on employment and working conditions through the eyes of workers

o Job creation and loss.

- In the fuel and energy sector, job creation in renewable energy is notable, but traditional fossil fuel jobs are getting scarcer.

- In the industrial sector, new jobs are being created in sustainable and waste recycling, but traditional manufacturing jobs are declining.

- In the transport sector, employment in the manufacture and maintenance of electric vehicles is on the rise.

- o **Improving working conditions.**
 - Enhanced attention to employee health and safety.
 - Companies are investing in training and upskilling staff to adapt to new technologies.

4. Employee opinions, expectations and needs (2 pages)

(source: survey (questionnaire))

4.1. Perceiving green transition as a perspective for transformation of one's workplace

Many workers in the fuel and energy sector perceive the green transition as a fundamental change that could have a major impact on their professional future. The survey results show that:

- **Positive prospects.** Around 60% of employees believe that green transition offers new opportunities in the labour market. They expect new jobs to open up jobs in the renewable energy sector that are stable and well-paid.
- **Apprehension of adverse consequences.** Around 30% of workers are worried about potential job losses in traditional fossil fuel companies. They fear that such transition could lead to instability in the labour market, especially for those working in long-established companies.
- **Anxiety regarding the changes in the requirement** Workers also express concerns about future requirements related to new technologies and working methods. Around 40% of respondents are worried that their current skills may become insufficient, which could make them less competitive on the labour market. Around 40% of respondents are worried that their current qualifications may be insufficient, which could make them less competitive on the labour market.

4.2. Expectations of a just transition

The just transition is among the main expectations of employees. They expect that:

- **Social dialogue.** The employees seek active dialogue between government, employers and trade unions to ensure a smooth transition. Around 70% of respondents believe that social dialogue is necessary to reconcile the interests of all parties.

- **Job security.** Employees expect their jobs to be protected during the transition. They want clear guarantees that their jobs will not be lost in the transition from fossil fuels to renewable energy.

- **Fair pay:** Workers expect that during and because of the transition their wages will not fall. Around 50% of employees point out that within the transition to new technologies

4.3. Possible support for employees related to the transition

To ensure a smooth green transformation, it is necessary to provide a range of support to employees:

- **Training programmes.** Employees expect they will be provided possibilities to take part in training programmes to help them acquire new skills and knowledge. Around 80% of respondents want training to help them adapt to new technologies and working methods.

- **Consultations and support:** Employees expect to receive one-to-one advice and support on their career planning and development. Around 60% of respondents believe that such support is necessary to remain competitive in the labour market.

- **Financial support.** Employees also count on financial support to participate in training and professional development programmes. Around 40% of employees believe that such support would help them to make the transition to new working conditions easier.

4.4. Reviewing and upgrading staff qualifications

Employee qualifications are a key factor for a successful green transformation. It is therefore necessary to address the following aspects:

- **Current qualifications.** Most staff are highly skilled in their respective fields, but there is a tangible need to improve their knowledge of renewable energy and sustainable technologies. Around 70% of employees feel that their existing qualifications are adequate but need updating.

- **Opportunities for further professional development.** Employees want to be able to continuously improve their skills. Around 75% of respondents want employers and the government to provide more training programmes to keep them competitive in the labour market.
- **Long-term development programmes:** Employees consider it necessary to develop long-term professional development programmes that focus on continuous technological change and sustainability objectives.

4.5. Perception of their own situation: level of information provision, career prospects, preferred forms of support

Employees have different expectations and needs regarding their perception of their situation and career prospects:

- **Level of information provision.** Most employees feel well informed about the ongoing green transition, but would like more specific and accurate information about the future of their jobs. Around 65% of respondents feel that information information provision is important to avoid uncertainty and anxiety.
- **Career perspectives.** Employees see positive career prospects linked to the green transition processes. They expect new technologies and work methods will provide opportunities for career growth. Around 55% of respondents believe that the transition will provide new opportunities for career development.
- **Preferred support forms.** Employees prefer support in a variety of forms, including training, financial support, counselling and social security. Around 60% of respondents believe that a wide range of support is essential for a smooth transition and for the well-being of staff.

In summary, employees in the fuel and energy sector see green transition as both an opportunity and a challenge. They expect active social dialogue, fair wages and comprehensive support to ensure the smooth progress of the transition and that they will be able to remain competitive on the labour market. Employees also stress the importance of training and skills development to adapt to new technologies and working methods.

5.1. Strategies, postulates, understanding own role

(Source: conversations)

The social partners' approach to green transition policy is multifaceted and reflects their different roles and interests. In this section, we will discuss strategies, postulates and perceptions of their role as revealed in interviews with representatives of different sectors.

Strategies: The social partners, including trade unions and employers' organisations, are actively involved in developing strategies to contribute to the green transition. Their strategies focus on several key areas.

- **Environmental protection.** The social partners are aware of the need for green transition in an environmental context. They promote investment in sustainable technologies, reduce environmental pollution and CO2 emissions. Trade unions support workers training to help them acquire the new skills needed to work with green technologies.
- **Economic sustainability.** Employers' organisations aim to ensure that green transition is not only good for the environment but also economically sustainable. They encourage innovation and technology development to reduce production costs and increase efficiency.
- **Social justice.** Trade unions stress that the transition must be fair for all workers. This means ensuring fair working conditions, wages and social protection, especially for those who may lose their jobs because of the transition.

Postulates: The social partners' postulates on green transformation policies are based on their core beliefs and values.

- **Cooperation.** The social partners believe that cooperation between employers, employees and government is essential for a successful transition. They call on all stakeholders to engage in dialogue and to work together to solve the problems that arise.
- **Inclusion.** Trade unions stress that the transition must be fair for all workers. All staff must have the opportunity to participate in the decision-making process and be informed of developments.

- **Responsibility:** Employers' organisations stress the need for businesses to take responsibility for their actions and their environmental impact. They seek to ensure that their activities comply with environmental standards and contribute to green transition objectives.

Understanding one's role: The social partners understand their role in the green transformation process as intermediaries between workers, employers and government. Social partners assume responsibility for the following aspects:

- **Information and education.** Trade unions and employers' organisations provide information on the importance, opportunities and challenges of green transition.

They organise training and seminars where workers can acquire new knowledge and skills.

- **Policy development.** The social partners are actively involved in policy formulation and decision-making. They make proposals and recommendations to the government and

and companies to ensure that green transformation benefits all stakeholders.

Conflict resolution. Trade unions and employers' organisations play an important role in resolving conflicts that may arise as a result of restructuring. They mediate between workers and employers to find compromises and ensure social consent.

5.2. Social partners' activities at sectoral and enterprise level

(source: interviews, survey (questionnaires))

The activities of the social partners in the context of the green transition are multifaceted and cover both sectoral and enterprise levels. In this section we will discuss the main areas of activity and their impact on employment and working conditions.

Activities at sector level.

- **Development of strategic plan.** The social partners are involved in the development of strategic plans that set the direction for green transition in the sector. They make proposals for investment in sustainable technologies, energy efficiency and pollution reduction.

- **Promoting cooperation.** Trade unions and employers' organisations promote cooperation between the various enterprises in the sector. They organise joint projects and initiatives aimed at exchanging best practices and achieving common goals.
- **Policy advocacy.** The social partners are actively involved in policy advocacy to ensure that government decisions are made in the interests of the sector and workers. They prepare position papers, meet with politicians and participate in public debates.

Activities at company level.

- **Organising training.** At enterprise level, the social partners organise training to improve workers' skills. This training covers both technical knowledge on new technologies and environmental issues.
- **Improving working conditions.** Trade unions and employers' organisations work together to improve working conditions. They initiate various health and safety programmes, introduce flexible working patterns and promote teleworking to adapt to new realities.

Reinforcing social security: At company level, the social partners aim to strengthen social protection, ensure that workers have access to health, healthcare, pensions and other social services. They also want to ensure that workers are properly compensated for losses.

The impact of the green transformation on employment and working conditions:

- **Creation of new jobs:** The social partners see opportunities of creating new jobs in the green economy. They encourage investment in renewable energy sources, sustainable production technologies and other sectors that can create new jobs.
- **Maintaining employment** Trade unions work to ensure that existing jobs are maintained and protected. They work with employers to find solutions that avoid mass redundancies and ensure job stability.
- **Improving working conditions.** The social partners are working together to improve working conditions in the context of the green transition. They encourage companies to introduce sustainable working practices

sustainable practices that are good for the staff and the environment.

In summary, the social partners' approach to the green transition policy is proactive and inclusive. They are aware of their role in the process and want to ensure that the transformation benefits all stakeholders. Their activities cover both sectoral and company levels and focus on environmental protection, economic sustainability and social justice. The social partners also take responsibility for information, policy-making and conflict resolution to ensure a smooth and fair process of green transition.

6.1. Social dialogue between sectors

(Source: interviews)

Social dialogue between the sectors is essential to ensure a smooth and just green transition. It involves cooperation between different sectors, trade unions, employers' organisations and government authorities.

Participants.

- **Trade unions:** Trade unions representing workers' interests in different sectors are involved. They work to ensure that the transformation is fair and benefits all workers.
- **Employers' organisations.** Involves employers' associations representing companies and their interests. They work to ensure that the transition is economically sustainable and business-friendly.

- **Public authorities.** This includes ministries and other public bodies that make policy and regulatory decisions.

Advisory bodies/bodies.

- **Tripartite Councils.** These are cooperation platforms involving representatives of workers, employers and government. They deal with labour market issues, including the green transition policies.

- **Sectoral Committees.** These are specialised groups that look at specific sectoral issues and make recommendations on the implementation of the green transformation.

Dialogue forms.

- **Negotiations.** Negotiations between the social partners are an important form of dialogue in which specific measures and conditions for transformation are agreed.

- **Consultation.** Regular meetings and discussions between the social partners to discuss current problems and find solutions.

- **Cooperation forums.** Specialised events and conferences to share best practices and discuss the challenges of green transformation.

Key themes and areas of negotiation.

- **Improving working condition.** Discussions on how green transformation can improve working conditions, including occupational safety and health.

- **Maintaining employment.** Negotiating measures to ensure that jobs are maintained during the transition.

- **Training programmes.** Discussion on up-skilling and retraining programmes to help staff members adapt to new labour market conditions.

- **Social security.** Discussions on social protection measures to ensure workers' well-being during the transition.

6.2. Social dialogue between corporate structures

(source: interviews, survey (questionnaire))

Social dialogue between corporate structures is important to ensure the smooth running of the green transformation at company level. This includes cooperation between company management, workers, representatives and other stakeholders.

Participants.

- **Corporate managers.** Responsible for taking strategic decisions and implementing transformation at company level.
- **Employee representatives.** Trade unions and works councils representing the interests of employees in the company.
- **Consultants and experts.** Specialists providing expertise and guidance on the implementation of the green transition.

Advisory bodies/bodies.

- **Works councils.** Structures that bring together company managers and workers' representatives to discuss working conditions and restructuring issues.
- **Working groups.** Specialised groups designed to look at specific aspects of restructuring and make recommendations to company management.

Dialogue forms.

- **Regular meetings.** Periodic meetings between company managers and workers' representatives to discuss relevant restructuring issues.
- **Consultation.** Informal communication and consultation between company structures to find solutions to problems.
- **Cooperation projects.** Collaborative projects and initiatives that contribute to the green transition objectives.

Key themes and areas of negotiation.

- **Improving working conditions.** Collaborative projects and initiatives that contribute to the green transition objectives.
- **Maintaining employment** Discussions on measures to ensure workers' job security during the transition.
- **Training programmes.** Planning and implementing training programmes to help staff adapt to new technologies and working methods.

- **Social security.** Discussion on how to ensure the social protection and well-being of workers during the transition.

6.3. Collective agreements provide procedures for informing and consulting employees

(Source: analysis of existing collective agreements; survey (questionnaires))

Collective agreements are an important tool to ensure that workers are properly informed and consulted about the ongoing green transition. These agreements provide for specific procedures to ensure transparency and employee participation in decision-making.

Information procedures:

- **Regular notices.** Collective agreements stipulate that employers must keep employees regularly informed about the progress of the transition, plans and possible changes. Such information may be provided by written notices and meetings.
- **Transparency.** The contracts stipulate that employers must ensure full transparency and provide all necessary information on the impact of the transition on workers.

Consultation procedures.

- **Consultation meetings:** Collective agreements stipulate that employers must consult regularly with employee representatives on transition plans and measures.

These meetings allow workers to participate actively in decision-making.

- **Participation in decision-making.** The agreements provide that workers' representatives have the right to participate in decision-making concerning changes in working conditions during the transition.

6.4. Provisions in collective agreements to promote just transition

(source: analysis of collective agreements that have played a significant role in overcoming the challenges of the green transition).

Collective agreements that promote the just transition include a range of provisions designed to ensure that the transition benefits both workers and the environment.

1) Stance regarding environmental protection

- **Pollution reduction commitments.** Collective agreements contain provisions that oblige companies to reduce environmental pollution by implementing new technologies and processes.
- **Environmental training.** Agreements contain provisions for training employees to raise their awareness of environmental issues and sustainable practices.

2) Provisions relating to employment and new green jobs; education, training and skills; social protection and working conditions.

- **Employment protection.** Provisions in collective agreements to ensure job security and retention during the transition. This may include both job protection and transitional measures.
- **Creation of eco-jobs.** The contracts include measures to promote the creation of new green jobs, in particular in areas such as renewable energy and sustainable production.
- **Training and professional development.** Collective agreements include provisions for training and skills development programmes to help workers adapt to new technologies and working methods.
- **Social security.** The agreements contain provisions on social protection measures to ensure workers' well-being during the transition. This can include healthcare, pension provision and other social services.
- **Improving working conditions** Collective agreements contain measures to improve working conditions, including safety, health and the working environment.

Conclusions and recommendations

Conclusions. Social dialogue and collective bargaining are essential to ensure that the green transition proceeds fairly. Cooperation between the social partners, enterprise structures and government authorities help to ensure that the transformation benefits all stakeholders. Collective agreements and advisory bodies play an important role in ensuring transparency, worker participation in decision-making and improving working conditions.

Recommendations.

- **Strengthen social dialogue.** Cooperation between trade unions, employers' organisations and the government need to be further promoted in order to reconcile the interests of all and ensure a smooth transition.
- **Invest in training and professional development.** It is important to invest in training and upskilling programmes to help workers adapt to new working conditions and technologies.
- **Ensure social protection.** Workers need to have access to social protection measures to help them in their transition to new working conditions.
- **Promote the creation of new green jobs.** It is necessary to promote the creation of new green jobs, especially in areas related to renewable energy and sustainable production.
- **Ensure transparency and information.** It is important to ensure that workers are adequately informed about the progress of the transition and possible changes, so that they can play an active role in decision-making.

7. Conclusions and recommendations

7.1. Conclusions and reflections on the future green social dialogue model

(source: interviews and analysis of all results)

The importance and significance of Green Social Dialogue

Green social dialogue is a key element to ensure a smooth and fair green transformation. The importance of this dialogue is highlighted by the need to reconcile economic, social and environmental objectives. Dialogue between different sectors, trade unions, employers' organisations and government authorities help to ensure that the transformation benefits all stakeholders and achieves long-term sustainability.

Reflections on the structure of the future model

The future green social dialogue model should be based on a number of key principles and structural elements.

1. **Inclusion and participation:**

- o All social partners must be involved in the dialogue process to ensure that the needs and expectations of all stakeholders are taken into account.

- o Workers' representatives, business leaders and government representatives should meet regularly to discuss key issues related to the green transition policies.

2. **Transparency and information**

- o Transparency is essential to ensure trust among all stakeholders. All decisions and processes should be made public and easily accessible.

- o Providing information to staff and the public on the progress of the transformation, its impacts and opportunities is essential to avoid uncertainty and anxiety.

3. **Cooperation and consensus**

- o Social dialogue should be based on the principles of cooperation and consensus. Conflict resolution and the search for compromises should be an essential part of the dialogue.

- o A culture of cooperation should be developed in which all parties share common goals and are ready to contribute to the common good.

4. **Innovations and professional development.**

- o The social dialogue model should promote innovation and technological development, which are essential for the transition to a sustainable economy.

- o Training and upskilling of workers should be an ongoing part of the dialogue to ensure that workers are prepared for new challenges and opportunities.

5. **Social security and improvement of working conditions**

- o Green social dialogue should ensure that the transformation is fair for all workers, especially those who may lose their jobs as a result of the transition.

- o Measures should be included to ensure social protection, health and safety at work and better working conditions.

Conclusions on the social dialogue model

Based on the analysis of the interviews and the results, it can be concluded that the future green social dialogue model should be holistic and integrated, involving all social partners and focused on long-term sustainability. Such a model will help to ensure that green transformation is successful, socially just and economically beneficial for all stakeholders.

7.2. Recommendations for social partners

Recommendations for trade unions:

1. **Active participation in the dialogue.**
 - o Trade unions should actively participate at all levels of the social dialogue and make constructive proposals to ensure that workers' interests are adequately represented.
 - o Cooperation with other trade unions at both national and international level should be strengthened.
2. **Training and skills development programmes.**
 - o Trade unions should initiate and support training programmes for the up-skilling and re-skilling of workers to help them adapt to new technologies and working conditions.
 - o Cooperation with training institutions and the government should be promoted to ensure quality training opportunities.
3. **Information and education campaigns:**
 - o Trade unions should organise information and education campaigns to help workers better understand the importance of the green transition, its progress and its opportunities.
 - o It should be ensured that all workers have access to the necessary information and can actively participate in the transition process.

Recommendations for employers' organisations:

1. Investment in sustainable technologies.

- o Employers' organisations should encourage companies to invest in sustainable technologies and innovations that help to reduce environmental pollution and increase energy efficiency.
- o Cooperation with other companies and sector players should be encouraged to share best practices and technological solutions.

2. Employee engagement and consultation.

- o Employers' organisations should ensure that workers are actively involved in the decision-making process and consulted on transition plans and measures.
- o Social dialogue at company level should be strengthened and ensure that all decisions are taken in a transparent manner and in cooperation with employee representatives.

3. Improve working conditions and social protection:

- o Employers' organisations should aim to improve working conditions, ensure workers' health and safety and provide social protection during the transition.
- o Flexible working hours, teleworking and other measures to help workers adapt to new working conditions should be promoted.

Recommendation to the Government.

1. Policy making and regulation.

- o The government should formulate clear and coherent policies that promote green transformation and ensure social justice.
- o All legislation and regulatory instruments should be transparent, accessible and conducive to all stakeholders.

2. **Financial support and investment.**

- o The government should provide financial support and encourage investment in sustainable technologies, training programmes and social protection measures.
- o Public-private cooperation should be encouraged to ensure long-term sustainability and economic growth.

3. **International cooperation.**

- o The government should actively cooperate with other countries and international organisations to share best practices and ensure that the green transition is successfully implemented across the EU.
- o International initiatives and projects should be promoted to help achieve common climate change objectives.

Conclusions

In summary, the green transformation process requires a continuous and active social dialogue involving all social partners. Such dialogue will help to ensure that the transformation is fair, beneficial and sustainable. Recommendations for trade unions, employers and the government will help strengthen the on-going social dialogue and ensure the smooth progress of the green transformation by contributing to a sustainable economy and social prosperity.

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