



JusTransLEAD

JUST TRANSITION LEADERSHIP TOOLBOX FOR MANAGERS

in the Chemical, Pharmaceutical,
Rubber, and Plastics Industries



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INTRODUCTION Purpose and Use of the Toolbox

This toolbox is a collection of practical tools designed to help managers lead the development and implementation of Just Transition strategies within their organisations.

It is based on extensive work, including desk research and a survey conducted by the University of Leuven, as well as good and best practice examples from companies in the chemical, pharmaceutical, rubber and plastics sectors across Europe.

In addition, it incorporates insights and contributions from managers and employers gathered during a two-day workshop in Copenhagen, led by Prof. Dr. Tale Skjølvsvik of OsloMet University.


It is important to stress that the tools included here are not intended to be prescriptive, nor do the project partners recommend the use of any specific tool over another. Rather, they are offered as examples to support and inspire the change processes needed in companies to ensure that the green transition is also a Just Transition.

The toolbox does not claim to be exhaustive or to provide every possible solution. On the contrary, it is conceived as a living document. FECCIA and ECEG invite social partners to add to it, amend it and refine the tools over time.

Each organisation operates under its own specific circumstances and must determine how best to implement Just Transition in its context. For that reason, some tools will be more useful to certain organisations than to others, and vice versa. No single approach is recommended above any other.

It is in this spirit of openness, learning and collaboration that FECCIA and ECEG invite you to use this toolbox.

How to use this toolbox (Manager quick entry)

This toolbox is designed for practical application by managers and is intended to be used in conjunction with the [Just Transition Leadership Best Practice Report](#) . It is recommended that users familiarise themselves with that report in order to make best use of the Toolbox.

The Toolbox can be used in two ways:

- as a step-by-step pathway starting with the Just Transition Roadmap tool; or
- as a modular reference, selecting the parts and tools most relevant to your organisational context.

The general structure of each Part is:

- Introduction
- Task
- Explanation
- Proposed measures to be taken
- Examples
- Links to templates
- Success indicators

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Resources provided by the European Commission referenced in this toolbox

The following European Commission resources are referenced throughout the toolbox (hyperlinks are included):

Just Transition Mechanism https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal/finance-and-green-deal/just-transition-mechanism_en

Just Transition Platform https://ec.europa.eu/regional_policy/funding/just-transition-fund/just-transition-platform_en

Just Transition Fund https://commission.europa.eu/funding-tenders/find-funding/eu-funding-programmes/just-transition-fund_en

Just Transition Fund – Performance https://commission.europa.eu/strategy-and-policy/eu-budget/performance-and-reporting/programme-performance-statements/just-transition-mechanism-performance_en

Pact for Skills <https://ec.europa.eu/social/main.jsp?catId=1517>

European Skills Agenda <https://ec.europa.eu/social/main.jsp?catId=1223>

PART 1 Introduction to Just Transition

Purpose of this Toolbox

This Just Transition Toolbox helps you guide your team through the shift to a low-carbon, sustainable economy – ensuring that workers and communities are not left behind.

It combines awareness, engagement and practical tools so you can link strategy and operations, build capability, and involve people fairly and effectively.

What is a Just Transition?

The standard definition of Just Transition by the International Labour Organisation (ILO) is:

“A just transition means greening the economy in a way that is as fair and inclusive as possible to everyone concerned, creating decent work opportunities and leaving no one behind. A just transition involves maximizing the social and economic opportunities of climate action, while minimizing and carefully managing any challenges – including through effective social dialogue among all groups impacted, and respect for fundamental labour principles and rights.”

Or in the words of the IPCC:

“The Just Transition framework refers to a set of principles, processes and practices aimed at ensuring that no people, workers, places, sectors, countries or regions are left behind in the move from a high-carbon to a low-carbon economy.”

In practice, a Just Transition for your organisation means:

- Workers are retrained rather than replaced
- Communities are engaged rather than ignored
- Innovation is inclusive rather than exclusive
- Economic competitiveness grows alongside environmental responsibility

The Four Layers of the Toolbox

The framework behind this toolbox consists of four layers:

- 1. Understanding who and where:** Build insights into your context, sector, and stakeholders.
- 2. Showing why:** Develop awareness, involvement, and a shared rationale for change.
- 3. Building resources:** Strengthen skills, competencies, and organisational capabilities.
- 4. Doing actions:** Apply tools and practices that embed Just Transition principles in everyday management.

These layers are interconnected. Awareness and understanding come first, but resource development and action evolve iteratively.

PART 2 Tool for the Formulation of a Just Transition Roadmap

In this section a one-page planning tool is introduced you can use to formulate and communicate a Just Transition roadmap at site, department, or team level.

Template: One-Page Transition Plan

Purpose: Before embarking on implementing specific Just Transition action, summarise your site’s, department’s or team’s green and just transition vision, goals, and action steps on one page. This is intended to be the basis, and devising this roadmap is intended to make it easy to communicate and update the plan regularly.

Team / Site / Department	
You	
Date	

1. Team Vision for Just Transition

(Describe what a successful Just Transition looks like for your team in 2-3 sentences.)

Example

“Our production team will become a model of low-carbon, circular, and inclusive manufacturing by 2027 – ensuring that every worker has new skills, opportunities, and pride in sustainable operations.”

2. Key Goals

TABLE 1: Transition Goals Overview ➔

Manager cue: Use this overview to keep transition priorities visible and assign clear ownership.

Example

Objective	Target Date	Owner
Reduce process emissions	-30 % by 2026	Plant Manager
Upskill workforce	80 % by 2025	HR & Supervisors
Improve diversity in green roles	40 % by 2026	Department Head
Engage stakeholders	4	Site Lead

3. Stakeholder Map (Key Internal/External Partners)

TABLE 2: Stakeholder Engagement Overview ➔

Manager cue: Use this table to identify who matters most, what their interests are, and how you should engage them.

Example

Stakeholder Group	Role / Interest	Engagement Strategy
Operators	Directly impacted	Involve in planning & training
Local community	Reputation, environment	Quarterly townhalls
Suppliers Material	Innovation	Joint workshops
R&D partners	Green chemistry solutions	Monthly coordination

4. Communication Plan

TABLE 3: Communication Planner 

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Channel	Frequency	Audience	Content / Purpose
Town Hall	Monthly	All Staff	Progress, feedback
Newsletter	Quarterly	External Stakeholders	ESG updates
1:1 Meetings	As needed	Team members	Development & support

5. Key Risks and Mitigation

TABLE 4: Risk and Mitigation Matrix 

Manager cue: Use this matrix to spot the most important risks early and agree realistic mitigation actions.

Example

Risk	Impact	Mitigation Strategy
Resistance to change	High	Transparent communication, inclusion
Skills gap	Medium	Accelerate training rollout
Budget constraints	Medium	Seek funding, prioritize
Supply disruptions	Medium	Diversify suppliers

Success Indicators

- Employees understand and support the vision
- Training targets met or exceeded
- Emission and waste reductions on track
- Stakeholders engaged regularly
- Feedback loops active and functioning

PART 3 Stakeholder Mapping & Engagement

(Understanding “Who” and “Where”)

A successful Just Transition depends on understanding the ecosystem in your organisation or department – the web of stakeholders, institutions, and value-chain partners that influence and are influenced by your business. Mapping this ecosystem helps you plan fair, inclusive transitions.

Tool: Stakeholder Impact Map

TABLE 5: Stakeholder Engagement Overview ➔

Manager cue: Use this table to identify who matters most, what their interests are, and how you should engage them.

Example

Stakeholder	Impact Level	Influence Level	Engagement Approach
Production operators	High	Low	Inform + Train
R&D chemists	High	Medium	Co-create new processes
Local community	Medium	Medium	Consult regularly
Regulators	High	High	Engage directly
Suppliers	High	Medium	Partner strategically
Industry consortia	Medium	High	Collaborate and align standards
NGOs	Medium	Medium	Joint projects & communication
Academia	Low	Medium	Research collaboration

1a. Understanding Your Sector and Industry

To lead a Just Transition effectively, you must grasp where their organisation stands within the sectoral ecosystem. This includes understanding regulatory, market, and technological shifts that are shaping industry transformation.

Possible actions for Managers:

- Review key policy documents guiding sustainability and transition in your sector (e.g., CSRD, Green Deal, Horizon Europe).
- Conduct or access your company’s CSRD Double Materiality Assessment to identify key environmental and social impacts.
- Conduct a stakeholder analysis of your industry ecosystem:
 - Who creates value?
 - Who influences sustainability agendas?
- Perform an industry analysis using Porter’s Five Forces to understand where innovation and change can drive fair transformation.
- Benchmark your company’s transition practices against peers to identify best practices and areas for improvement.
- Review your value chain to identify opportunities to embed fairness and sustainability, particularly in supplier relationships.

TIP

A Just Transition is a collaborative, not competitive, agenda. Look for alliances and consortia with relevant stakeholders in the chemical ecosystem that share your sustainability goals.

1b. Understanding Your Organisation

Understanding your own organisation’s strategic position and decision-making structures is critical to integrate Just Transition into strategy.

Key Reflection Questions:

- Does our corporate strategy support, enable, or inhibit a Just Transition?
- How is profitability balanced with fairness and sustainability?
- How are strategic decisions made – and where can Just Transition be integrated?
- Which leaders or departments are already active allies in transition efforts?
- What reputational or innovation opportunities could emerge from being a Just Transition frontrunner?

Tools and Methods

- Use the Triple-Layered Business Model Canvas to identify how economic, environmental, and social value are created together.
- Identify incentive mechanisms (e.g., awards, internal recognition) to reward Just Transition leadership.
- Ensure that Just Transition goals are embedded into company KPIs.

Tool 1: Triple-Layered Business Model Canvas Template

Example

Building Block	Economic Layer	Environmental Layer	Social Layer
1. Value Proposition	What products or services do we provide? What business value do we create?	What environmental value do we create or destroy? How do our products and processes affect emissions, materials, water and waste?	What social value do we create or risk for employees, contractors, communities and other stakeholders?
2. Customer / Beneficiary Segments	Who are our main customers and markets?	Which environmental systems are affected by our activities?	Which people and groups are positively or negatively affected by our business model?
3. Channels	How do we deliver our products and services?	What environmental impacts arise through logistics, packaging, energy use or distribution?	How do our communication and delivery channels affect accessibility, fairness and inclusion?
4. Customer / Stakeholder Relationships	How do we manage relationships with customers and business partners?	How do we engage customers and suppliers on sustainability issues?	How do we build trust with employees, unions, communities and other stakeholders?
5. Key Activities	What are the main activities needed to operate successfully?	Which activities have the greatest environmental impact or improvement potential?	Which activities affect jobs, working conditions, skills, participation and well-being?
6. Key Resources	What assets, capabilities and technologies are critical to the business?	Which natural resources, materials and energy inputs do we rely on?	Which people, skills, relationships and social capabilities are essential?
7. Key Partners	Who are our most important suppliers, alliances and business partners?	Which partners help us reduce environmental impact or improve circularity?	Which partners are needed to support fairness, reskilling, dialogue and inclusion?
8. Cost Structure	What are our major costs and cost drivers?	What environmental costs or risks do we create, avoid or shift?	What social costs or transition risks do we need to manage, such as retraining, job redesign or community impact?
9. Revenue / Value Capture	How do we generate revenue and secure competitiveness?	How can environmental improvement create or protect value?	How can a fair transition strengthen trust, reputation, retention and long-term resilience?

CHECKLIST: Stakeholder Mapping and Engagement

- Have I identified all relevant internal and external stakeholders?
- Have I analysed how each stakeholder is affected by the transition?
- Do I understand the influence and power relationships among them?
- Have I planned appropriate engagement strategies (inform, consult, co-create)?
- Are there opportunities to partner across companies or with civil society?
- Is there a mechanism for ongoing dialogue and feedback?

Tool 2: Stakeholder Engagement Planner

TABLE 6: Communication Planner 

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Frequency	Channel	Audience	Content
Monthly	Town Hall	All employees	Transition updates and Q&A
Bi-weekly	Team Briefing	Production teams	Process and safety changes
Quarterly	Newsletter	External stakeholders	ESG progress & milestones
Annually	Workshop	Suppliers & partners	Collaborative transition goals

Example

“A plant manager in a plastics manufacturing site uses the Stakeholder Impact Map to identify that suppliers are key to emission reductions. She sets up quarterly workshops with suppliers to co-develop circular sourcing initiatives, aligning both parties’ transition goals.”

PART 4 Workforce Readiness & Skills Assessment

(Building Resources: Developing Competences and Skills)

A successful Just Transition requires an empowered, skilled, and motivated workforce that can adapt to new technologies, regulations, and business models. You play a central role in preparing their teams – not only through technical upskilling but also by cultivating cultural aptitudes and leadership behaviours that support fairness and collaboration.

This section equips you with tools and actions to:

- Identify current and future skills requirements.
- Assess gaps and design learning pathways.
- Build essential aptitudes for Just Transition leadership.
- Embed reskilling, culture change, and inclusion in workforce planning.

Two of the key resources with regard to skills are:

- Identifying and meeting digital skills needs in the European chemical, pharmaceutical, rubber, and plastics industry – Social Partner initiative to prepare the sector now and for the future (2020 – 2023)
- ChemSkills: enabling the green and digital skills transformation of the chemical industry (2023 – 2027)

1. Understanding Workforce Readiness

Transition readiness has two dimensions:

- **Competence:** What people know and can do.
- **Aptitude:** How people approach learning, change, and collaboration.

The first can be trained; the second must be cultivated through leadership and culture.

Key Aptitudes for a Just Transition

- **Willingness to Learn:** Curiosity, openness to retraining, and continuous improvement.
- **Willingness to Cooperate:** Team spirit, empathy, and adaptability across functions.
- **Courage to Speak Up:** Constructive voice in identifying risks, fairness issues, and innovation opportunities.

These aptitudes grow when you demonstrate model inclusive behaviours and encourage open dialogue about uncertainty and change.

2. Tool: Green Skills Gap Matrix

Building a Green Skills Gap Matrix to help identify possible green skills gap in the workforce of your organisation is a first step.

TABLE 7: Green Skills Gap Matrix >

Manager cue: Use this matrix to compare current capabilities with future needs and prioritise reskilling.

Example

Role	Current Skills	Future Skills Needed	Gap	Action
Process Operator	Machine operation, QA checks	Digital monitoring, automation, low-carbon processes	Medium	Enrol in “Green Operations” training module
Lab Technician	Analytical testing	Green chemistry, bio-based materials	High	Retraining via internal academy or external certification
Maintenance Engineer	Equipment maintenance	Energy efficiency optimization, electrification	Medium	Targeted reskilling program
Production Manager	Team supervision, compliance	ESG leadership, change management	High	Leadership development program
Supply Chain Lead	Logistics, cost optimization	Circular supply chain design, sustainable procurement	High	Join “Circular Value Chains” workshop

Instructions for use:

- List all roles in your area of responsibility.
- Identify current vs. future skill requirements.
- Assess the size of each gap (low, medium, high).
- Define specific actions or training programmes to close gaps.
- Review progress quarterly with HR or L&D partners.

3. Developing Competences for Transition Leadership

Core Competence Domains

TABLE 8: Competence Domain, Description, Example Development Pathway ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Competence Domain	Description	Example Development Pathway
Strategic & Analytical	Understanding sustainability and transition in context; linking it to strategy	ESG Strategy Masterclass; Scenario Planning Workshops
Change Management	Guiding teams through uncertainty and transformation	Certification in Change Leadership; Internal Coaching Circles; tailor-made leadership workshops for the management group responsible for change management
Communication & Empathy	Translating complex ideas, listening actively, fostering trust	Storytelling for Sustainability; Emotional Intelligence Training
Innovation & Systems Thinking	Seeing interconnections between technology, policy, and social systems	Circular Economy Simulation; Green Innovation Labs
Ethical Decision-Making	Embedding fairness, inclusion, and social dialogue	Responsible Leadership Courses; Cross-functional Ethics Forums

Practical Approaches to Upskilling

It is recommended to apply a combination of formal, informal, and experiential learning include, e.g.:

TABLE 9: Approach, Description, Examples ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Approach	Description	Examples
Training Programs	Structured, instructor-led learning	Technical sustainability training, low-carbon operations courses
Masterclasses & Webinars	Expert-led short sessions	“Just Transition 101”, “Sustainable Manufacturing Trends”
Mentoring & Peer Learning	Experience sharing across roles	Pair senior and junior engineers for skill transfer
Action Learning Projects	Learning through doing	Create cross-departmental projects tackling waste reduction or circularity
Recruitment & Onboarding	Hire and orient talent aligned with Just Transition values	Integrate sustainability awareness into new-hire orientation
Individual Skillcards/ Diplomas	Personalised record of transition-related learning	Develop internal certificates (could be linked to ESG goals)

4. Embedding Learning into Leadership Practices

Proposed actions for you:

- Host Town Halls or Dialogue Sessions to co-define what Just Transition means internally.
- Put Just Transition on every relevant agenda. Include it in team, project, and strategy meetings.
- Use internal inspirators. Invite employees who are passionate about sustainability to share insights or project outcomes.
- Integrate Just Transition criteria into how projects, suppliers, and initiatives are evaluated.
- Create a Working Group. Empower a cross-functional team to map potential initiatives and test ideas.

- Prioritise transparently. If many initiatives emerge, communicate early about how priorities will be set.
- Be Just in practice. Model fairness, listen, and make decisions transparently.
- Include Just Transition in annual planning and performance cycles.
- Celebrate and showcase success stories across sites and functions.
- Integrate Just Transition into evaluations of employees, suppliers, and contractors.

LEADERSHIP REMINDER

“Culture eats strategy for breakfast.” Skills training will only succeed when your team believes in the fairness and purpose of the transition.

CHECKLIST: Training Needs Assessment

- Have I identified which roles face the greatest transition risks?
- Are training and reskilling pathways clear and accessible to all relevant employees?
- Do we prioritize inclusion (gender, age, background) in training programs?
- Is leadership development aligned with ESG and Just Transition principles?
- Are we tracking participation and progress through HR or L&D systems?
- Do we have partnerships with educational institutions or NGOs to co-deliver training?
- Is there a mechanism for employees to propose their own learning initiatives?

5. Example Practice: Workforce Transition Dashboard

TABLE 10: Metric Dashboard ➔

Manager cue: Use this table as a short progress snapshot and note any actions that need management follow-up.

Example

Metric
% Workforce retrained in green skills
% Redeployed vs. laid off
Diversity in new green roles
Employee satisfaction with change process

You should review this dashboard quarterly and use it to report progress to senior leadership and works councils.

6. Partnering for Skills Development

Workforce transformation cannot be achieved in isolation. Collaborate with external institutions to co-develop and certify programmes.

Examples of Potential Partnerships

- Vocational schools & universities: Green chemistry, process digitalisation, renewable energy systems.
- Industry associations (e.g., CEFIC, PlasticsEurope): Joint training resources, benchmarking.
- Public funding programmes: EU Just Transition Fund, Horizon Europe, Erasmus+ for sectoral cooperation.
- NGOs and social partners: Skills development for vulnerable or contract workers.

TIP

Shared training programs reduce costs and build sector-wide alignment on standards for sustainable production.

CHECKLIST: Workforce Readiness & Skills

- Have I identified key aptitudes (learning, cooperation, courage)?
- Do I have a clear overview of skill gaps across roles?
- Have I embedded training and upskilling in annual plans?
- Do I model fairness and learning-oriented leadership?
- Have I ensured inclusive participation across demographics?
- Are partnerships in place for co-developing new competences?
- Are results measured and celebrated regularly?

PART 5 Change Management & Communication

(Showing Why: Developing Awareness, Involvement, and Rationale)

Effective leadership in a Just Transition depends not only on strategy and skills, but also on how change is communicated and lived. You are the interpreters and translators of transition – they bridge corporate ambition with everyday practice, ensuring employees understand why change is needed and how they can participate.

This section provides tools and methods to:

- Build awareness and shared understanding.
- Involve diverse stakeholders in shaping the transition.
- Communicate rationale and purpose clearly.
- Create emotionally intelligent, psychologically safe spaces for dialogue.

1. The Core of Change Leadership: Awareness, Involvement, Rationale

Awareness

Awareness is the foundation of Just Transition. It's not enough to inform people about "what" will change – you must foster sensemaking, helping employees understand why the transition matters and what it means for them personally.

Practical actions for you:

- Start conversations, not announcements
- Encourage dialogue across teams about what Just Transition means for your organisation
- Ask, don't tell
 - Ask employees:
 - "What does Just Transition mean to you?"
 - "What changes do you expect?"
 - "What worries you most?"
- Find a common language: Compile responses and look for shared definitions or themes.
- Start small: Begin with the familiar concept of "sustainability" or "green transition," then explore what makes it just – fairness, inclusion, participation.
- Map internal awareness levels.: Identify groups who are unaware, resistant, curious, or engaged – and tailor messages accordingly.

LEADERSHIP TIP

People don't resist change – they resist being changed without understanding why.

Involvement

Involvement transforms awareness into ownership. When employees help define the Just Transition agenda, they become co-creators rather than passive recipients.

Key Principles

- Involve a broad and representative set of stakeholders (not just management or technical experts).
- Engage younger and newly hired employees to bring future-oriented thinking.
- Include social partners – unions, works councils, and employee representatives.
- Balance inclusion with efficiency – define clear decision-making boundaries early.

Practical actions for you:

- Conduct participatory workshops to co-define what a Just Transition means for your site or department.
- Form a Just Transition Sounding Board: a cross-functional group that advises management on key transition issues.
- Set up an internal suggestion channel (e.g., postbox, Teams channel, chat group) where employees can propose Just Transition initiatives.
- Incorporate employee feedback loops in every major change project.
- Hold "Just Transition Town Halls" quarterly to share progress and new ideas.

Rationale

Every major transition must be supported by a convincing, emotionally intelligent rationale. The rationale explains why the change is necessary, builds trust in leadership, and evokes commitment to shared goals.

If you take awareness, involvement and rationale together, three elements from classical rhetoric can guide your communication: ethos (credibility), logos (logic) and pathos (emotion).

TABLE 11: Element, Focus, How Managers Apply It ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Element	Focus	How Managers Apply It
Ethos (credibility)	Your legitimacy and integrity as a leader.	Be transparent. Admit uncertainties. Connect actions to values.
Logos (logic)	Facts, data, and reasoning.	Use evidence (regulations, market data, customer expectations) to explain necessity.
Pathos (emotion)	Inspiration and empathy.	Tell stories. Show how transition supports people, community, and planet.

Balanced communication combines Ethos, Logos, and Pathos.

In science-driven industries, Logos often dominates – but emotional and ethical dimensions sustain engagement.

2. Framework: The Message Map

A Message Map structures your communication around clarity, consistency, and connection.

TABLE 12: Key Question, Example Response for Managers ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Key Question	Example Response for Managers
Why change?	Regulatory shifts (e.g., CSRD), market demands, and climate imperatives require transformation.
What changes?	Processes, technologies, and roles are evolving toward low-carbon, circular, and digital models.

What does it mean for employees?	Opportunities for reskilling, redeployment, and participation in innovation.
How will it happen?	Through inclusive planning, training programs, transparent communication, and measurable progress.

You can use this map to prepare presentations, newsletters, or informal discussions. Revisit it often as the transition evolves.

3. Tool: Communication Planner

TABLE 13: Communication Planner ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Frequency	Channel	Audience	Content Example
Weekly	Shift Briefings	Shopfloor Teams	Operational updates, safety and sustainability notices
Monthly	Town Halls	All Staff	Transition progress, new training opportunities
Quarterly	Newsletter	Suppliers, Regulators, Community	ESG milestones, case studies
As Needed	One-to-One Talks	Direct Reports	Career development, concerns, retraining options

Tips for Effective Communication

- Use plain language and avoid sustainability jargon.
- Ensure two-way communication – allow time for questions and feedback.
- Include visual aids (graphs, infographics) to clarify progress.
- Recognize and celebrate small wins publicly.
- Provide consistent messages across all channels and levels.

4. Building Psychological Safety and Trust

Change only takes root in a culture where people feel safe to speak up, ask questions, and challenge assumptions.

Practical Steps

- Create safe discussion spaces. Set ground rules for respect and confidentiality in meetings.
- Respond to feedback constructively. Avoid defensiveness; thank employees for raising issues.
- Encourage dissent. Ask: “What could go wrong with this plan?” to surface risks early.
- Model humility. Acknowledge that you, too, are learning during transition.
- Celebrate honesty. Publicly appreciate individuals who raise fairness or inclusion concerns.

Trust builds commitment. Without trust, even well-planned transitions stall.

5. Designing Participation Mechanisms

Tool: Employee Engagement Ladder

TABLE 14: Level, Manager’s Role, Employee’s Role ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Level	Manager’s Role	Employee’s Role	Example Activity
Inform	Provide transparent updates	Receive information	Town Hall briefings
Consult	Ask for input on plans	Give feedback	Surveys, Q&A sessions
Involve	Work together on planning	Co-create ideas	Cross-functional workshops
Collaborate	Share decision-making	Lead or co-lead projects	Employee-led sustainability teams
Empower	Delegate ownership	Drive initiatives	Just Transition innovation challenges

You should strive to move teams upward along this ladder over time – from passive recipients to active co-creators.

6. Communication Challenges and Solutions

TABLE 15: Challenge, Typical Cause, Recommended Manager Action ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Challenge	Typical Cause	Recommended Manager Action
Resistance to change	Fear of job loss or uncertainty	Provide clear redeployment options; communicate early
Confusion about purpose	Overly technical language	Use relatable examples and analogies
Lack of engagement	One-way communication	Use participatory forums and story-sharing
Scepticism about fairness	Inconsistent actions by leadership	Demonstrate fairness in decisions
Message fatigue	Repetition without visible progress	Combine updates with visible results and personal stories

7. Manager’s Checklist: Change & Communication

- Have I explained why the transition is happening, not just what will change?
- Have I created safe spaces for employees to discuss change openly?
- Are messages consistent across all channels and levels of hierarchy?
- Have I built credibility through transparency and integrity?

- Do I use evidence (data, regulations) and emotion (stories, empathy) in communication?
- Have I involved employees and social partners in co-defining actions?
- Is there a regular rhythm of communication with feedback loops?
- Do I measure and celebrate communication effectiveness (e.g., survey results, participation rates)?

8. Leadership Reflection Exercise

Ask Yourself:

- What are three messages my team needs to hear most right now?
- What concerns have I heard but not yet addressed?
- How can I demonstrate – through action – that this transition is fair and worth investing in?

Action:

- Write down your responses and turn them into the core messages for your next team meeting. Keep them concise, honest, and focused on shared purpose.

9. Quick Reference: Building Awareness and Involvement

TABLE 16: Step, Action, Expected Outcome ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Step	Action	Expected Outcome
Step 1	Initiate open dialogue about what Just Transition means in your context	Shared understanding of purpose
Step 2	Engage employees through workshops or focus groups	Broader ownership and buy-in
Step 3	Develop internal definition and vision statement	Common language and direction
Step 4	Communicate rationale using Ethos-Logos-Pathos	Credibility, logic, and emotional engagement
Step 5	Maintain regular two-way communication	Transparency and sustained trust

PART 6 Decision-Making & Risk Tools

(Doing Actions Through Tools and Practices)

A Just Transition also depends on how decisions are made – not just what is decided. In the chemical, pharmaceutical, rubber and plastics industries, you operate in complex, regulated and innovation-led systems. Your task is to weigh economic, social and environmental factors in every major decision – so the outcome is fair, sustainable and strategically sound.

This section introduces practical tools for:

- Evaluating risks and opportunities related to transition.
- Embedding fairness and sustainability in decision criteria.
- Balancing short-term operational pressures with long-term transformation goals.
- Ensuring inclusive decision-making processes.

1. Principles for Just Decision-Making

A Just Transition approach to management decision-making is guided by the following principles:

- **Transparency:** Decision rationales are documented and communicated clearly.
- **Participation:** Affected employees and stakeholders have a voice in shaping outcomes. Especially, the voice of the youth should be heard. This does not mean that all stakeholders should be consulted or heard in every decision, but it should be considered whether it would be relevant.
- **Fairness:** Distribution of benefits and burdens is equitable.
- **Evidence-Based:** Decisions draw on sound data, scientific evidence, and stakeholder insights.
- **Foresight:** Risks are assessed not only for compliance but for future resilience.

MANAGER MINDSET

“Every operational, strategic, or investment decision is an opportunity to reinforce fairness, inclusion, and sustainability.”

2. Tool: Sustainable Decision Matrix

Use this tool to test major decisions (e.g., investments, product changes, restructuring) against Just Transition criteria.

TABLE 17: Decision Criteria, Key Question, Assessment (High / Medium / Low) >

Manager cue: Use this tool to test major decisions against fairness, sustainability, and practicality before implementation.

Example

Decision Criteria	Key Question	Assessment (High / Medium / Low)	Evidence / Notes
Environmental Impact	Does this decision reduce emissions, waste, or pollution?		
Social Impact	Does it protect workers and communities?		
Economic Viability	Does it ensure long-term competitiveness and jobs?		
Inclusiveness	Were affected groups consulted or involved?		
Innovation Potential	Does it stimulate new ideas, business models, or technologies?		
Compliance & Reputation	Does it align with regulatory trends and brand values?		

Instructions:

- For each decision under review, assess each criterion on a High/Medium/Low scale
- Identify actions to strengthen weak areas (e.g., adding consultation steps or exploring greener options)

3. Tool: Sustainable Process Checklist

Before approving or launching new processes, you should consider whether they meet Just Transition criteria.

- Are materials sourced sustainably and ethically?
- Have energy, water, and carbon impacts been assessed and minimized?
- Have potential worker or community safety risks been evaluated and mitigated?
- Are fair labour and working conditions ensured along the supply chain?
- Has it been considered to consult affected employees or other stakeholders early in design or change phases?
- Does the process support long-term employability through upskilling?
- Does the process align with regulatory and ESG reporting requirements?
- Are there clear accountability mechanisms for follow-up and improvement?

The transition to sustainable operations involves both risks and opportunities; this tool helps you visualise and prioritise them.

TABLE 18: Risk / Opportunity, Likelihood, Impact 

Manager cue: Use this matrix to spot the most important risks early and agree realistic mitigation actions.

Example

Risk / Opportunity	Likelihood	Impact	Priority Level	Mitigation / Action
New solvent regulation	High	High	● Critical	Invest in R&D for safer substitutes
Skills shortage	Medium	High	● High	Workforce training & partnerships
Market for bioplastics	High	High	● Strategic	Product diversification
Supply chain disruptions	Medium	Medium	● Moderate	Supplier diversification & circular sourcing
Public scrutiny on emissions	High	Medium	● Moderate	Transparent reporting & community dialogue

Technological obsolescence	Medium	High	● Critical	Invest in digital monitoring and process automation
Employee resistance	Medium	Medium	● Manage	Communication and inclusion programs

How to use the Heatmap

- Identify key transition-related risks and opportunities.
- Rate likelihood and impact using team-based assessment (e.g., workshop).
- Plot them on a heatmap and determine priority levels.
- Develop mitigation or acceleration actions accordingly.
- Review quarterly to update status and assign accountability.

5. Embedding Fairness and Inclusion in Decision Processes

Inclusive Decision-Making Framework

- When decisions affect people, fairness in process is as important as fairness in outcome.

You should ensure that some important decisions follow an inclusive structure:

- Preparation: Gather data, perspectives, and impact assessments.
- Consultation: Consider involving stakeholders, especially the youth and those directly affected.
- Deliberation: Discuss options transparently with balanced representation.
- Decision: Make and document rationale – who decided, based on what evidence.
- Communication: Share outcomes clearly, including reasoning.
- Evaluation: Review consequences and adjust where needed.

This sequence transforms decision-making from a top-down process into a collaborative and credible exercise.

Decision Fairness Diagnostic

Simple self-assessment tool for major decisions.

TABLE 19: Question, Yes / No / Partly, Follow-Up Action ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Question	Yes / No / Partly	Follow-Up Action
Have all affected groups been identified and informed?		
Were diverse perspectives included in discussions?		
Was data presented transparently to all participants?		
Are decisions recorded with clear rationale and criteria?		
Have potential negative impacts been mitigated or compensated?		
Is there a plan for review and feedback?		

6. Balancing Risk and Innovation

Transition involves uncertainty – but avoiding risk altogether stifles innovation. A calculated risk-taking culture where experimentation is encouraged and managed responsibly could be of help.

Action Steps

- Allow pilot projects to test green innovations on a small scale before full rollout.
- Frame failures as learning opportunities – “fail fast, learn fast.”
- Diversify innovation portfolios (technical, social, and process innovations).
- Link innovation metrics to social and environmental KPIs, not just financial ones.

7. Integrating ESG and Strategy

You can use this tool to redesign business models that integrate economic, environmental, and social value creation.

TABLE 20: Layer, Key Focus, Example Application ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Layer	Key Focus	Example Application
Economic Layer	Profitability, cost, efficiency	Product diversification into bio-based materials
Environmental Layer	Energy, materials, waste	Switch to renewable feedstocks; reduce emissions
Social Layer	Workforce, community, inclusion	Retrain workers; create local community partnerships etc.

This model helps teams think beyond compliance – aligning purpose, innovation, and profitability.

8. Integrating Just Transition KPIs into Decision-Making

Every important decision should be linked to measurable outcomes.

TABLE 21: Dimension, Indicator, Purpose ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Dimension	Indicator	Purpose
People	% of workforce retrained in green skills	Ensures employability and fairness
Planet	CO ₂ reduction per unit of output	Tracks environmental progress
Profit	% of revenue from sustainable products	Measures innovation-driven growth
Partnership	Number of collaborative projects with external stakeholders	Builds systemic capacity
Perception	Employee trust in management decisions (survey result)	Indicates legitimacy and engagement

Use these KPIs to evaluate both short-term projects and long-term strategic choices.

9. Manager's Decision & Risk Checklist

- Have I analysed the environmental, social, and economic implications of this decision?
- Have I considered to involve affected employees and other relevant stakeholders in discussions?
- Have I documented rationale and data transparently?
- Have I considered long-term impacts and interdependencies?
- Have I aligned the decision with our organisation's ESG and Just Transition KPIs?
- Have I identified and mitigated high-risk areas (skills, supply, regulation)?
- Have I included measures to protect fairness and inclusion?
- Have I created feedback loops for adjustment after implementation?

PART 7 People-Centred Practices

(Ensuring Fairness, Inclusion, and Social Dialogue)

A Just Transition is fundamentally a people-centred process.

Technology, regulation, and strategy matter – but success depends on how you lead and support people through change. In sectors like chemicals, pharmaceuticals, rubber, and plastics, where safety, skills, and identity are deeply tied to daily work, you are the key bridge between transition plans and human realities.

This section equips managers with:

- Practical principles for fairness and inclusion.
- Tools to support workers through transition.
- Approaches for social dialogue and participation.
- Metrics for tracking progress on people outcomes.

1. Tool: Workforce Transition Dashboard

You can use this dashboard to track and communicate workforce progress in a transparent, data-driven way. Example:

TABLE 22: Measurement Actions Tracker ➔

Manager cue: Use this table as a short progress snapshot and note any actions that need management follow-up.

Example

Metric	Actions / Comments
% Workforce retrained in green skills	Expand e-learning and on-site workshops
% Redeployed vs. laid off	Early career mobility program successful
Diversity in new green roles	Develop targeted inclusion program for women and younger workers
Employee satisfaction with change process	Improve communication and listening sessions
Social partner dialogue meetings per year	Include Just Transition updates in relevant meeting

How to Use It:

- Review data quarterly in leadership and HR meetings.
- Display key indicators on internal dashboards or noticeboards.
- Celebrate improvements publicly and address weak spots transparently.

2. Building Inclusion and Equity in Transition

A Just Transition will not succeed if only a select group takes part. You need to make sure every voice is heard, and that benefits and burdens are shared fairly.

TABLE 23: Dimension, Key Manager Actions ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Dimension	Key Manager Actions
Gender Inclusion	Review participation in green skill programs; encourage women into new technical and leadership roles.
Age Diversity	Offer dual mentoring (younger workers teaching digital tools; experienced staff teaching process knowledge).
Contractor Inclusion	Extend training and safety communication to contract workers; ensure fair access to transition opportunities.
Cultural Sensitivity	Adapt communication and learning materials to diverse backgrounds and languages.
Accessibility	Ensure training, digital tools, and facilities are inclusive of workers with disabilities.
Psychological Inclusion	Promote respect, empathy, and belonging in all change initiatives.

3. Social Dialogue and Worker Participation

Social dialogue – the ongoing communication between management, employees, and their representatives – is a cornerstone of the Just Transition.

It ensures that decisions are legitimate, trust is maintained, and solutions are co-created.

4. Tool: Social Dialogue Planner

TABLE 24: Frequency, Participants, Purpose ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Frequency	Participants	Purpose	Expected Output
Quarterly	Management + Works Council	Monitor implementation and consider adjustment of Just Transition roadmap	Agreed updates to training and job plans
Biannual	Site Leadership + All Staff	Celebrate milestones and discuss barriers	Renewed commitment and morale boost

5. Supporting Vulnerable Groups

You should anticipate who will face the greatest challenges during the transition and put support in place accordingly.

Risk Identification Framework

TABLE 25: Group, Typical Challenges, Possible Support Measures ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Group	Typical Challenges	Possible Support Measures
Older workers	Skill obsolescence, health limitations	Tailored reskilling, mentoring roles, gradual retirement options
Contract workers	Job insecurity, lack of voice	Inclusion in training and communication programs
Low-income staff	Fear of job loss, limited mobility	Financial counselling, transparent redeployment plans
Workers with families	Work-life strain during training	Flexible scheduling, childcare support
Minority or underrepresented groups	Exclusion from opportunity networks	Mentorship, targeted outreach programs

Manager Role:

- Identify potential vulnerabilities during planning.
- Collaborate with HR and social partners to create response plans.
- Communicate clearly and confidentially about support options.

6. Culture and Leadership Behaviours for Just Transition

Technical solutions only stick when the culture supports fairness and learning. Your day-to-day behaviour shapes that culture.

Key Leadership behaviours:

- Empathy: Listen actively and acknowledge emotions.
- Consistency: Align actions with stated values.
- Fairness: Apply policies evenly and transparently.
- Courage: Address difficult conversations openly.
- Recognition: Acknowledge contributions to sustainability and fairness.

Micro-Actions that shape Culture:

- Start relevant meetings with a “Just Transition Moment”: share one recent learning or story of progress.
- Use inclusive language (“we”, “together”, “our journey”).
- Recognize small contributions – posters, ideas, process improvements.
- Challenge unjust comments or biases immediately.

7. Ensuring Job Security and Well-Being

In periods of transition, perceived job insecurity can undermine engagement and innovation. You can mitigate this through proactive communication and fair planning.

Possible Actions for maintaining Job Security:

- Anticipate transitions early: Identify roles likely to evolve or decline within 3-5 years.
- Develop redeployment pathways: Offer training before displacement occurs.
- Provide clarity: Communicate timelines and options transparently – uncertainty is worse than bad news.
- Strengthen social protection: Work with HR to ensure adequate safety nets and retraining stipends.
- Monitor well-being: Perform regular staff welfare surveys; encourage use of employee assistance programmes; provide coaching or counselling where needed.
- Well-Being Practices
- Ensure workloads remain reasonable during change.
- Schedule recovery time after intensive training or transformation periods.
- Foster peer support – “transition champions” who offer guidance to others.

8. Integrating People Metrics into Transition Monitoring

Tracking progress on people-centred outcomes is critical to maintain accountability.

Possible indicators:

TABLE 26: Indicator, Description, Why It Matters ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Indicator	Description	Why It Matters
Employee Engagement Index	% of staff who feel included in transition decisions	Measures trust and morale
Internal Mobility Rate	% of employees moving into new green roles	Indicates success of redeployment
Training Participation Rate	% of workforce in sustainability programs	Reflects learning culture
Health & Safety During Change	Number of incidents per transition project	Ensures safety during transformation
Retention Rate of Key Skills	% of technical experts retained	Prevents loss of institutional knowledge

You should report possible KPIs regularly and integrate them into site scorecards and annual reviews.

9. Manager’s Checklist: People-Centred Transition

- Have I identified and supported vulnerable groups in my team?
- Have I involved employee representatives early and continuously?
- Have I ensured fairness and transparency in decision-making?
- Are reskilling and redeployment options clearly communicated?
- Have I integrated diversity and inclusion goals into transition plans?
- Am I monitoring morale, well-being, and engagement regularly?
- Do I recognize and reward contributions to fairness and sustainability?
- Have I built a culture of trust, learning, and shared accountability?

KEY TAKEAWAY

“A Just Transition succeeds when people feel seen, heard, and supported – not just managed.”

PART 8 Partnerships & Ecosystem Building

(Collaborating for Systemic and Sustainable Change)

No organisation can achieve a Just Transition alone. The complex interconnections in the chemical, pharmaceutical, rubber, and plastics industries mean that progress depends on partnerships across the entire value chain – from suppliers to customers, regulators, academia, investors, and communities.

A strong transition ecosystem multiplies impact, shares knowledge, and accelerates innovation while ensuring fairness and inclusion across the broader economy.

In this section you will find practical tools and checklists for building, managing, and sustaining strategic partnerships for a fair and green transition.

1. The Rationale for Partnerships in a Just Transition

Partnerships enable managers to:

- Pool resources for innovation and training.
- Access funding (EU, national, or industry-based).
- Share best practices and learn from peer organisations.
- Strengthen legitimacy through collaboration with social and community actors.
- Build resilience through supply chain and ecosystem diversification.

2. Mapping Your Ecosystem

Your first step is to understand the network of actors that influence or are influenced by your transition activities.

Tool: Ecosystem Mapping Framework

TABLE 27: Ecosystem Mapping Framework 

Manager cue: Use this table to identify the external relationships that can accelerate a fair and effective transition.

Example

Ecosystem Actor	Role in Transition	Engagement Strategy	Example Actions
Suppliers	Key for sustainable sourcing and material innovation	Partner strategically	Co-develop low-carbon materials or packaging
Customers	Drive demand for sustainable products	Collaborate and co-market	Share sustainability roadmaps
Industry Associations	Advocate for collective change	Participate actively	Join working groups (e.g., CEFIC, EFPIA, Plastics Europe)
Academia & Research Institutes	Innovation and upskilling partners	Co-create knowledge	Launch R&D or training collaborations
NGOs and Civil Society	Enhance credibility and inclusion	Build trust partnerships	Co-design community engagement projects
Local Communities	Hosts and stakeholders of industrial sites	Engage transparently	Hold dialogue forums and local partnership programs
Funding Bodies	Provide financial support for transition	Align objectives	Apply to EU Just Transition Fund or Horizon Europe
Government & Regulators	Policy and compliance influencers	Engage proactively	Participate in consultations and pilot programs

Instructions:

- Identify key external actors for your site or organisation.
- Map their influence and interest in the transition.
- Define tailored engagement strategies for each.
- Review and update the map annually.

3. Building Strategic Industry Partnerships

In highly interconnected industries, collaboration can sometimes replace competition on sustainability.

Companies that share transition tools, data, and training frameworks often progress faster and gain reputational advantages.

Types of Industry Partnerships

- Pre-competitive collaborations: Co-develop sustainability standards, training curricula, or life-cycle assessment tools.
- Joint innovation projects: Co-invest in R&D for green chemistry, bio-based materials, or circular plastics.
- Shared infrastructure: Collaborate on renewable energy, recycling, or waste treatment facilities.
- Cross-sector consortia: Partner with energy, logistics, and waste management sectors for systemic decarbonization.

4. Academic and Research Partnerships

Academic and research institutions are essential partners in building innovation and skill capacity. Collaboration with relevant institutions to accelerate workforce development and green technology adoption can be key.

Possible practical approaches:

- Partner with universities for internships, joint PhD projects, or innovation hubs.
- Engage vocational schools to co-design transition-oriented curricula.
- Invite researchers to in-house innovation days or cross-sector labs.
- Sponsor or co-fund applied research on green chemistry, circular design, or process electrification.

5. Community and Civil Society Engagement

Communities are not passive observers – they can be partners in ensuring that transitions are equitable and accepted. In chemical and manufacturing industries, community trust can contribute to long-term success.

- Practical steps for you
- Map community stakeholders: local councils, schools, residents, NGOs, small businesses.

- Create open channels of communication: e.g., quarterly community dialogue meetings, newsletters, or site visits.
- Support local initiatives: sponsor education, biodiversity, or youth programmes aligned with sustainability goals.
- Be transparent: share environmental performance, emissions data, and progress toward Just Transition goals.
- Respond proactively to concerns: engage before issues escalate into conflict.

6. Accessing Funding and Support Mechanisms

Transition activities often require capital investment in technology, infrastructure, or workforce programmes. Multiple European and national funding instruments are available to support Just Transition initiatives.

Possible key funding sources

TABLE 28: Funding and Support Options 

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Program / Fund	Purpose	Example Use
EU Just Transition Fund (JTF)	Support regions mostly affected by decarbonization	Retraining, innovation centres, SME transition programs
Horizon Europe	Research and innovation funding	Green chemistry, circular economy, digitalization
European Social Fund (ESF+)	Workforce and social inclusion programs	Upskilling, equality, social dialogue
National Green Transition Grants	Country-specific sustainability funds	Renewable energy and process electrification
Public-Private Partnerships (PPP)	Co-funding of industrial innovation	Shared pilot plants and infrastructure projects
EIB (European Investment Bank) Loans	Financing for sustainable industrial projects	Low-carbon technology investments

Possible action for Managers:

- Liaise with sustainability, finance, and R&D departments to identify applicable grants.
- Prepare partnership proposals early; co-application strengthens eligibility.
- Use consortia for large-scale applications (industry + academia + public authority).

TIP
 Even small-scale training or pilot programs can be co-financed through local or regional funds – on’t overlook regional development agencies.

7. Tool: Partnership Planning Matrix

TABLE 29: Stakeholder Engagement Overview >

Manager cue: Use this table to identify who matters most, what their interests are, and how you should engage them.

Example

Partner / Stakeholder	Shared Objective	Value Exchange	Engagement Frequency	Success Measure
Local University	Green chemistry innovation	Research insights ↔ practical application	Quarterly	Joint publications, patents
Supplier Network	Sustainable sourcing	Long-term contracts ↔ emission reduction	Biannual	% low-carbon suppliers
Industry Association	Common advocacy	Visibility ↔ policy influence	Ongoing	Joint policy papers
Local Community Council	Trust and transparency	Information sharing ↔ acceptance	Quarterly	Community satisfaction
NGO Partner	Social inclusion	Credibility ↔ program collaboration	Monthly	Number of community projects

Recommendation:

Use this matrix annually to review partnership performance and identify new opportunities.

8. Innovation Ecosystem Building

A Just Transition is also an innovation transition. You can play a vital role in building innovation ecosystems that connect industry, academia, start-ups, and policy.

Practical Innovation Levers

- Open Innovation: Share sustainability challenges publicly and invite start-up or academic solutions.
- Incubation Partnerships: Support local start-ups developing green materials or process technologies.
- Hackathons and Challenges: Engage employees and students to co-design solutions for transition goals.
- Cluster Collaboration: Participate in regional innovation clusters (e.g., bio-based plastics, circular pharma packaging).

9. Checklist: Building Partnerships for Just Transition

- Have we mapped all key ecosystem actors influencing our transition?
- Have we identified opportunities for co-creation rather than competition?
- Are we part of relevant industry consortia or working groups?
- Have we established collaborations with academic or research institutions?
- Are local communities actively engaged and informed about our initiatives?
- Have we explored funding opportunities at EU, national, or regional levels?
- Are partnership results tracked and reported with clear KPIs?
- Do we celebrate and communicate success stories externally?

PART 9 Measurement & Accountability

Tracking Progress and Ensuring Continuous Improvement

You cannot manage what you do not measure – and in a Just Transition, accountability is the foundation of trust. Measurement ensures that commitments to fairness, sustainability, and inclusion are not just promises but tracked, evaluated, and improved.

This section helps managers to:

- Develop a limited number of meaningful Just Transition Key Performance Indicators (KPIs).
- Design monitoring and feedback mechanisms.
- Use dashboards and scorecards to guide decisions.
- Report progress transparently to employees, stakeholders, and partners.

1. Why Measurement Matters

Measurement and accountability are not about bureaucracy; they are about credibility.

In the chemical, pharmaceutical, rubber, and plastics industries, progress on sustainability and fairness must be quantifiable, comparable, and communicated clearly to all stakeholders – from employees to investors.

Core benefits of measurement:

- Builds trust through transparency and evidence.
- Drives learning by revealing what works and what needs adjustment.
- Enables alignment between corporate strategy and daily action.
- Supports reporting under CSRD, ESG, and other sustainability frameworks.
- Reinforces a culture of fairness and responsibility.

2. Core Dimensions of Just Transition Measurement

A comprehensive approach includes three interdependent dimensions – People, Planet, Profit – and, increasingly, a fourth: Partnerships.

TABLE 30: Just Transition Dimensions Overview 

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Dimension	Focus Area
People	Fairness, skills, inclusion, safety
Planet	Environmental impact reduction
Profit	Economic resilience, innovation
Partnership	Collaboration and ecosystem building

3. Tool: Just Transition Scorecard

A Just Transition Scorecard provides a visual snapshot of progress across dimensions and supports site-level or organisational performance reviews.

TABLE 31: Just Transition Scorecard 

Manager cue: Use this scorecard to review progress across key dimensions and focus discussion on what needs attention.

Example

Dimension	Metric	RAG Status	Notes / Actions
People	% of workforce retrained in green skills	●	Expand internal training programs
Planet	CO ₂ reduction (baseline 2020)	●	Electrification project in progress
Profit	% revenue from green products	●	Develop new sustainable product lines
Partnership	# of active ecosystem collaborations	●	Two new university partnerships initiated
Perception (Trust)	Employee satisfaction with transition process	●	More direct dialogue needed

Usage Guidelines

- Update biannually or annually.
- Discuss in management, HR, and ESG steering meetings.
- Link to annual sustainability or CSRD reporting.
- Use colour coding (Red-Amber-Green) for clarity and quick focus.

4. Setting Effective KPIs for Just Transition

A. Good KPIs Are SMART+JUST

TABLE 32: Criterion, Definition ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Criterion	Definition
S – Specific	Clearly linked to a defined Just Transition objective.
M – Measurable	Quantitative or qualitatively trackable.
A – Achievable	Realistic given available resources and timeframe.
R – Relevant	Directly contributes to fairness, sustainability, or inclusion.
T – Time-bound	Has a clear timeframe or milestone.
+F – Fair (or +J – Just)	Evaluated with consideration for equity and social impact.

Example

“Train 80% of production employees in low-carbon operations by 2026”

- ✓ Specific – focuses on production employees
- ✓ Measurable – percentage-based
- ✓ Achievable – realistic given training capacity
- ✓ Relevant – supports sustainability and skills
- ✓ Time-bound – 2026 deadline
- ✓ Just – ensures all employees have access, not just select roles

B. Aligning KPIs Across Levels

TABLE 33: Level, Focus ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Level	Focus
Corporate	Strategic transformation
Business Unit / Site	Operational implementation
Team	Behavioural & cultural change
Individual	Learning & contribution

Alignment ensures coherence from top-level strategy to day-to-day leadership.

5. Integrating Monitoring and Feedback Mechanisms

Measurement without feedback is not enough. You need to turn data into action, reflection and improvement.

- Feedback Loops
- Collect data through HR, ESG, and production systems.
- Analyse patterns – what is improving, what is lagging?
- Discuss results with teams and social partners.
- Adjust strategies or actions accordingly.
- Communicate outcomes transparently to sustain engagement.

Tool: Monitoring Cycle Framework

TABLE 34: Step, Manager Action, Example Tool ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Step	Manager Action	Example Tool
1. Plan	Define KPIs & responsibilities	KPI Plan Template
2. Measure	Collect and validate data	HR system, ESG software
3. Review	Analyse progress with team	Dashboard, monthly review meeting
4. Act	Adjust and improve	New training, project reprioritization
5. Communicate	Share results and lessons	Town Halls, ESG newsletter

TIP

Visualize progress with simple dashboards – employees engage more with clear, transparent visuals than with complex spreadsheets.

6. Accountability through Governance

Accountability requires clear ownership. You should ensure that roles, responsibilities, and decision rights are defined for each transition goal.

TABLE 35: Role / Level, Responsibility, Examples of Deliverables ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Role / Level	Responsibility	Examples of Deliverables
Executive Management	Define vision, allocate resources	Corporate Just Transition policy
Site / Department Managers	Implement actions, monitor progress	Local scorecards, workforce plans
HR & L&D Teams	Training and development	Skill gap assessments, training modules
ESG / Sustainability Team	Data tracking and reporting	ESG dashboard, CSRD disclosures

Works Council / Union Representatives	Consultation and feedback	Social dialogue records, agreements
Employees	Participation and contribution	Project involvement, idea submissions

Action

- Clarify roles in your area. If there are accountability gaps, raise them in planning meetings so responsibility is shared.

7. Transparent Reporting and Communication

Transparency is a defining feature of fairness. Reporting should not be reserved for annual ESG documents – you should communicate progress regularly to build trust internally and externally.

Reporting Practices

- Quarterly Internal Updates: Use visuals and short summaries for all staff.
- Annual Just Transition Report: Integrate with ESG and sustainability reporting.
- Community Updates: Share local impact stories and metrics through community newsletters or open days.
- Digital Dashboards: Display KPIs in accessible intranet sections.
- Include both successes and challenges – honesty strengthens credibility more than perfection.

8. Evaluating and Learning from Outcomes

Evaluation goes beyond tracking – it’s about learning what works. You should periodically review how well Just Transition initiatives have met their goals and what adjustments are needed.

Evaluation questions for you:

- What objectives were achieved?
- Which initiatives delivered the greatest impact per effort?
- Where were barriers (resources, culture, communication)?
- What did we learn that can inform future projects?
- How can we share lessons with other teams or partners?

9. Manager's Checklist: Measurement & Accountability

- Have I defined clear and fair KPIs across People, Planet, Profit, and Partnership dimensions?
- Are data sources and responsibilities clearly assigned?
- Do we regularly review progress and update actions accordingly?
- Are results communicated transparently, both internally and externally?
- Have we established governance and accountability structures?
- Do we evaluate and learn from outcomes to improve future planning?
- Is measurement connected to motivation – not just control?

PART 10 Templates for Managers

Practical Tools for Daily Leadership and Implementation

These templates are designed to help you plan, communicate, and track their Just Transition activities systematically. Each tool can be adapted to different sites or functions – from production and R&D to supply chain and HR.

The goal is simplicity, clarity, and action: providing formats that can be printed, shared, or digitized to support consistent implementation.

1. Template: Team Skills Roadmap

Purpose: Plan and visualise skill development pathways across roles for the next 3-5 years.

This roadmap supports workforce planning and reskilling strategies aligned with business and sustainability goals.

TABLE 36: Team Skills Roadmap >

Manager cue: Use this matrix to compare current capabilities with future needs and prioritise reskilling.

Example

Role / Function	Current Skills	Future Skills Required	Gap	Training / Action Plan	Timeline	Responsible
Process Operator	Machine operation, QA	Automation, digital tools, low-carbon processes	Medium	Enrol in Green Operations Program	2024–2025	Shift Supervisor
Lab Technician	Analytical testing	Bio-based materials, data analysis	High	Partner with R&D for on-site labs	2024–2026	HR + R&D Lead
Maintenance Engineer	Equipment repair	Energy efficiency optimization	Medium	Energy management certification	2025	Engineering Manager
Production Manager	Team supervision	ESG leadership, change management	High	Leadership Masterclass	2024	HR Business Partner

How to use it:

- Identify priority roles in your department.
- Assess future skills needed for green transformation.
- Quantify the gap and assign specific training or learning actions.
- Monitor completion and update annually.

2. Template: Communication and Awareness Tracker

Purpose: Ensure structured and transparent communication across all levels, avoiding misinformation or fatigue during change.

TABLE 37: Communication Planner 

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Date	Audience	Channel	Message Theme	Feedback Received	Follow-Up Action
15 Jan 2026	All Employees	Town Hall	Launch of Transition Roadmap	Positive – requests for training clarity	Schedule Q&A sessions
28 Feb 2026	Union Representatives	Workshop	Workforce redeployment plan	Constructive – request for role clarity	Adjust communication materials
15 Mar 2026	Local Community	Newsletter	Site sustainability update	Mixed – curiosity about waste strategy	Organize open day
30 Apr 2026	Operators	Team Briefing	Training schedule	Supportive – interest in mentorship	Launch buddy system

3. Template: Just Transition Risk Log

Purpose: Track potential challenges across social, operational, and strategic dimensions, and ensure that mitigation measures are in place.

TABLE 38: Just Transition Risk Log 

Manager cue: Use this matrix to spot the most important risks early and agree realistic mitigation actions.

Example

Risk ID	Category	Description	Likelihood (H/M/L)	Impact (H/M/L)	Mitigation / Response	Owner
JT-01	Workforce	Resistance to change	M	H	Communication & involvement strategy	Site HR
JT-02	Skills	Lack of green skill trainers	H	M	Partner with technical colleges	L&D
JT-03	Financial	Limited budget for training	M	M	Apply for EU Just Transition Fund	Finance
JT-04	Community	Local opposition to expansion	L	H	Early engagement, open dialogue	Site Manager
JT-05	Supply Chain	Delay in sustainable material sourcing	M	H	Multi-supplier contracts	Procurement

Action:

- Review the log monthly in team or site leadership meetings and update mitigation actions.

4. Template: Training Module Outline

Purpose: Design and deliver learning modules that build sustainability, leadership, and operational excellence skills aligned with Just Transition principles.

TABLE 39: Training Module Outline 

Manager cue: Use this outline to define training content clearly before assigning owners and timelines.

Example

Module Title	Description	Learning Objectives	Target Audience	Format & Duration	Trainer / Partner
Module 1: Introduction to Just Transition	Understanding the global and local context of fair transitions	Define Just Transition; identify local implications	All Employees	E-learning, 1 hour	Sustainability Lead
Module 2: Green Chemistry & Circular Operations	Applying low-carbon and circular principles in production	Reduce waste and emissions; improve efficiency	Operators, Engineers	Workshop, 2 days	R&D + Process Experts
Module 3: Leading Change & Social Dialogue	Building inclusive leadership and dialogue practices	Lead with empathy; manage change and conflict	Supervisors, Managers	Blended (online + in-person), 2 days	HR + External facilitator
Module 4: Innovation for Sustainability	Fostering creative solutions for Just Transition challenges	Generate improvement ideas; collaborate across teams	Cross-functional Teams	Hackathon, 1 day	External Facilitator
Module 5: Measuring Impact & Accountability	Tracking KPIs and evaluating outcomes	Build dashboards; report progress	Managers, Analysts	Workshop, 3 hours	ESG Team

Manager Guidance:

- Align all training with company strategy and KPIs.
- Incorporate local case studies for relevance.
- Track attendance, completion rates, and feedback.
- Recognize learners publicly to reinforce motivation.

5. Template: Partnership Development Log

Purpose: Track and manage partnerships essential to the Just Transition – ensuring each is strategic, mutually beneficial, and results-oriented.

TABLE 40: Partnership Development Log ➔

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Partner	Type	Objective	Key Activities	Expected Outcomes	Contact Person	Review Date
Local University	Academic	Research collaboration on sustainable polymers	Joint R&D project	New eco-material prototypes	R&D Director	Q2 2025
Industry Consortium	Industry	Shared decarbonization initiative	Data exchange, workshops	Shared emissions baseline	Plant Manager	Q1 2025
NGO	Civil Society	Community education on green jobs	Training workshops	Enhanced local employability	CSR Lead	Q3 2025
Regional Government	Public	Funding and regulatory support	Grant applications	Secured co-funding for retraining	Sustainability Manager	Q2 2025

TIP

Update this log annually to monitor relationship health, deliverables, and alignment with your transition strategy.

6. Template: Bi-annual Just Transition Progress Report

Purpose: Summarise your site or team’s quarterly progress for internal and external reporting.

Example

Reporting Period	
Prepared by	

Section 1:

- Highlights
- Key milestones achieved
- Success stories
- Recognition or awards

Section 2:

- Progress Against KPIs

TABLE 41: Dimension 

Manager cue: Use this table to organise discussion and turn broad ideas into practical management actions.

Example

Dimension
People
Planet
Profit
Partnership

Section 3:

- Key Challenges / Risks
- List top 3 emerging challenges and mitigation steps.

Section 4:

- Next Quarter Priorities
- Planned actions, training, and partnership focus.

Section 5:

- Feedback / Lessons Learned
- Capture staff or stakeholder input.

PART 11 Quick Action Checklist for Managers

Note for you: This is the central quick-reference section of the toolbox. If you only have limited time, start here and use this checklist as your practical guide.

Transition leadership starts small – with daily actions that build awareness, trust, and momentum.

This checklist provides a step-by-step guide that you in the chemical, pharmaceutical, rubber, and plastics industries can use to embed Just Transition principles into everyday management.

Each stage – Today, This Week, This Quarter, This Year – contains specific actions you can take immediately, along with reflection prompts to keep learning and accountability alive.

1. Starting Today: Create Awareness

Your immediate task is to start the conversation. Before strategy, targets, or technology – people need to understand why this matters.

Actions

- Read your organisation's sustainability and strategy documents – note where Just Transition fits (or could fit).
- Talk with your team: "What does a fair and sustainable transition mean for us?"
- Share one real-world example (from your industry or company) of a successful fair transition.
- Post one internal message or slide linking Just Transition to company values and purpose.
- Identify one potential ally (HR, sustainability lead, union rep, or peer manager) to collaborate with.

Reflection Questions

- How would I explain Just Transition to a new employee in 60 seconds?
- What do my team members currently understand – and what confuses them?
- Which values or moments from our history show that fairness and innovation can coexist?

LEADERSHIP TIP

"Awareness begins with curiosity – not perfection."

2. During the Next Weeks: Build the Coalition

Once awareness grows, involve others. Form a small group – your "Just Transition Champions" – to co-create ideas and keep momentum alive.

Actions

- Establish a cross-functional working group (5–10 people) to discuss key transition themes.
- Use the Stakeholder Impact Map (Part 2) to identify who should be involved.
- Set a monthly rhythm: one 60-minute meeting focused on ideas, risks, or opportunities.
- Begin a Green Skills Gap Matrix (Part 3) with HR or Learning & Development.
- Invite employees to share suggestions – create a "Just Transition Postbox" or Teams channel.
- Share progress openly with leadership and social partners.

Reflection Questions

- Who in my organisation is already driving change – formally or informally?
- How can I give them visibility and support?
- What motivates people here – recognition, purpose, learning, or results?

MANAGER'S REMINDER

"Involve early, involve broadly, involve fairly. The more voices at the table, the stronger the transition."

3. Over the Next Months: Make It Strategic

Embed transition into planning, budgets, and KPIs. Fairness must move from discussion to decision-making – linking people and performance metrics.

Actions

- Integrate Just Transition goals into your annual or quarterly business plan.
- Include at least one People KPI (e.g., training rate) and one Planet KPI (e.g., CO₂ reduction).
- Add Just Transition items to relevant leadership and project meeting agendas.
- Use the Sustainable Decision Matrix (Part 5) to test major choices for fairness and sustainability.
- Report regularly on transition progress through dashboards or team briefings.
- Align with HR to ensure training, diversity, and mobility metrics are tracked.

Reflection Questions

- Do our current success metrics reflect fairness and long-term sustainability?
- What decisions this quarter could integrate Just Transition thinking?
- How am I holding myself and others accountable for progress?

4. Over the Next Year: Make It Valuable

Connect fairness with innovation and value creation. A Just Transition is sustainable only if it strengthens both people and performance.

Possible actions

- Pilot one innovation project that links sustainability and inclusion (e.g., process redesign led by mixed teams).
- Develop at least one external partnership (Part 7) – university, supplier, or community collaboration.
- Publish an annual Just Transition Summary Report or internal newsletter.
- Reflect on lessons learned and share stories across sites or departments.
- Review and refresh KPIs, dashboards, and scorecards (Part 8) to set new targets.

Reflection Questions

- How has our team grown in capability, fairness, and collaboration?
- Which initiatives created the most visible positive change?
- How do we make the next stage of the journey even more meaningful?

5. The Road Ahead: From Monday to the Next Decade

From awareness to strategy, the journey of Just Transition can be described to evolve through four phases – Start → Involve → Integrate → Elevate.

You can continuously revisit these steps, reinforcing habits of fairness, dialogue, and accountability.

TABLE 42: Just Transition Implementation Phases >

Manager cue: Use this summary to communicate the overall transition journey in a way that is easy to follow.

Example

Phase	Focus	Core Actions	Success Signal
Starting on Monday	Create awareness	Discuss, explain, and define Just Transition locally	People know the “why”
In the Next Months	Build coalition	Involve employees, unions, and partners	Teams participate actively
In the Next Year	Make it strategic	Integrate fairness and sustainability into KPIs	Transition is part of planning
Over the Next Years	Make it valuable	Show that fairness drives innovation and growth	Transition is recognized and celebrated

6. Manager's Quick-Check

Use this five-minute checklist regularly – in planning, reviews, or reflection sessions.

- Have I mapped who is affected by our transition decisions?
- Have I provided opportunities for participation and feedback?
- Am I supporting people with skills and clarity before roles change?
- Are my decisions guided by fairness, transparency, and inclusion?
- Am I communicating progress openly – the good and the difficult?
- Do I track and celebrate progress with clear, meaningful KPIs?
- Have I built partnerships that expand our impact and learning?
- Do I lead by example, demonstrating that being Just is also being effective?

7. Closing Reflection for Leaders

If you could write one sentence on a billboard visible to every worker in your organisation, what would it say about your commitment to a Just Transition?

Take a moment to reflect. Then write it down, share it, or use it as a rallying message for your next team meeting.

Examples from industry peers:

- “No one left behind – everyone moving forward.”
- “The Just Transition is everybody’s job”
- “Fairness fuels innovation.”
- “We transition together, or we don’t transition at all.”



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APPENDIX

TABLE TEMPLATES



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APPENDIX Table Templates

PART 2 Tool for the Formulation of a Just Transition Roadmap

Team / Site / Department	
You	
Date	

TABLE 1: Transition Goals Overview

Objective	Target Date	Owner

TABLE 2: Stakeholder Engagement Overview

Stakeholder Group	Role / Interest	Engagement Strategy

TABLE 3: Communication Planner

Channel	Frequency	Audience	Content / Purpose

TABLE 4: Risk and Mitigation Matrix

Risk	Impact	Mitigation Strategy

APPENDIX Table Templates

PART 3 Stakeholder Mapping & Engagement

TABLE 5: Stakeholder Engagement Overview

Stakeholder	Impact Level	Influence Level	Engagement Approach

TABLE 6: Communication Planner

Frequency	Channel	Audience	Content

APPENDIX Table Templates

PART 4 Workforce Readiness & Skills Assessment

TABLE 7: Green Skills Gap Matrix

Role	Current Skills	Future Skills Needed	Gap	Action

TABLE 8: Competence Domain, Description, Example Development Pathway

Competence Domain	Description	Example Development Pathway

TABLE 9: Approach, Description, Examples

Approach	Description	Examples

TABLE 10: Metric Dashboard

Metric

APPENDIX Table Templates

PART 5 Change Management & Communication

TABLE 11: Element, Focus, How Managers Apply It

Element	Focus	How Managers Apply It

TABLE 12: Key Question, Example Response for Managers

Key Question	Example Response for Managers
Why change?	
What changes?	
What does it mean for employees?	
How will it happen?	

TABLE 13: Communication Planner

Frequency	Channel	Audience	Content Example

TABLE 14: Level, Manager’s Role, Employee’s Role

Level	Manager’s Role	Employee’s Role	Example Activity

APPENDIX Table Templates

PART 5 Change Management & Communication

TABLE 15: Challenge, Typical Cause, Recommended Manager Action

Challenge	Typical Cause	Recommended Manager Action

TABLE 16: Step, Action, Expected Outcome

Step	Action	Expected Outcome
Step 1		
Step 2		
Step 3		
Step 4		
Step 5		

APPENDIX Table Templates

PART 6 Decision-Making & Risk Tools

TABLE 17: Decision Criteria, Key Question, Assessment (High / Medium / Low)

Decision Criteria	Key Question	Assessment (High / Medium / Low)	Evidence / Notes

TABLE 18: Risk / Opportunity, Likelihood, Impact

Risk / Opportunity	Likelihood	Impact	Priority Level	Mitigation / Action

TABLE 19: Question, Yes / No / Partly, Follow-Up Action

Question	Yes / No / Partly	Follow-Up Action

APPENDIX Table Templates

PART 6 Decision-Making & Risk Tools

TABLE 20: Layer, Key Focus, Example Application

Layer	Key Focus	Example Application

TABLE 21: Dimension, Indicator, Purpose

Dimension	Indicator	Purpose

APPENDIX Table Templates

PART 7 People-Centred Practices

TABLE 22: Measurement Actions Tracker

Metric	Actions / Comments

TABLE 23: Dimension, Key Manager Actions

Dimension	Key Manager Actions

TABLE 24: Frequency, Participants, Purpose

Frequency	Participants	Purpose	Expected Output

APPENDIX Table Templates

PART 7 People-Centred Practices

TABLE 25: Group, Typical Challenges, Possible Support Measures

Group	Typical Challenges	Possible Support Measures

TABLE 26: Indicator, Description, Why It Matters

Indicator	Description	Why It Matters

APPENDIX Table Templates

PART 8 Partnerships & Ecosystem Building

TABLE 27: Ecosystem Mapping Framework

Ecosystem Actor	Role in Transition	Engagement Strategy	Example Actions

TABLE 28: Funding and Support Options

Program / Fund	Purpose	Example Use

TABLE 29: Stakeholder Engagement Overview

Partner / Stakeholder	Shared Objective	Value Exchange	Engagement Frequency	Success Measure

APPENDIX Table Templates

PART 9 Measurement & Accountability

TABLE 30: Just Transition Dimensions Overview

Dimension	Focus Area

TABLE 31: Just Transition Scorecard

Dimension	Metric	RAG Status	Notes / Actions

TABLE 32: Criterion, Definition

Criterion	Definition

APPENDIX Table Templates

PART 9 Measurement & Accountability

TABLE 33: Level, Focus

Level	Focus

TABLE 34: Step, Manager Action, Example Tool

Step	Manager Action	Example Tool

TABLE 35: Role / Level, Responsibility, Examples of Deliverables

Role / Level	Responsibility	Examples of Deliverables

APPENDIX Table Templates

PART 10 Templates for Managers

TABLE 36: Team Skills Roadmap

Role / Function	Current Skills	Future Skills Required	Gap	Training / Action Plan	Timeline	Responsible

TABLE 37: Communication Planner

Date	Audience	Channel	Message Theme	Feedback Received	Follow-Up Action

TABLE 38: Just Transition Risk Log

Risk ID	Category	Description	Likelihood (H/M/L)	Impact (H/M/L)	Mitigation / Response	Owner

APPENDIX Table Templates

PART 10 Templates for Managers

TABLE 39: Training Module Outline

Module Title	Description	Learning Objectives	Target Audience	Format & Duration	Trainer / Partner

TABLE 40: Partnership Development Log

Partner	Type	Objective	Key Activities	Expected Outcomes	Contact Person	Review Date

TABLE 41: Dimension

Dimension

APPENDIX Table Templates

PART 11 Quick Action Checklist for Managers

TABLE 42: Just Transition Implementation Phases

Phase	Focus	Core Actions	Success Signal