CISL

Industrial relations for a green economy

Innovative bargaining processes for a sustainable growth and a quality employment

Project VS/2014/0405 co-founded
by
DGESAI - DG EMPLOYMENT, SOCIAL AFFAIRS and INCLUSION



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Introduction

*by Annamaria Furlan**

The “jobs versus the environment” frame has featured prominently in recent decades but it really needs to be thoroughly examined and interrogated.

There are people who strongly claim that a green alliance is possible and can provide us with a more optimistic view of the future.

The “Europe 2020” Strategy is the most recent attempt to react to the crisis and increase the competitiveness of European society through the promotion of values of a sustainable, efficient and inclusive growth.

Development and employment policies are more and more linked to environmental issues: the creation of new jobs linked to the environment and the promotion of a quality employment necessarily constitute a priority objective of the European social model, in which the social partners and social dialogue are fundamental.

From our reflection clearly emerges that analysing negotiation processes and identifying new environmental skills for trade unionists are key issues for an effective social dialogue on environmental and employment matters. Environmental issues should not in fact be considered an externality, a cost, but a great opportunity for the economy development’ and an effective and participatory social dialogue.

The project starts from the awareness of the multiple external and internal connections linked to the environment in the workplaces and a further step consists in the positive interaction of various stakeholders.

A perspective that moves in the opposite direction conceives the business-oriented policies to maximize the benefits in the short term, using the resources available in a given environment context until these have been exhausted.

It can be assumed that a system of industrial relations, able to maintain a dialogue between the parties and take shared decisions, is a necessary condition to expand the actions of the stakeholders involved and the conditions to help their participation and contribution to the production of results that satisfy them.

* CISL General Secretary.

Participatory approaches are an important condition for promoting a positive balance between environmental protection and the productions' development.

Globalization has a role at the same time strong and unambiguous: it helps relocations with short-term outlook, but it can relaunch the need for establish or enhance shared processes and engaging, and the importance of making visible the results and the bargaining processes of the actors involved.

An important result of this project is guaranteed by the exchange of experiences and good practices between organizations from different countries putting in an European prospective the knowledge enhancement of every single organization.

The most important added values of this project are two: confronting solutions used in other European countries aiming at their optimisation and implementation and the diffusion of the already existent knowledge in the trade-unions organizations of the partner countries. The project promotes the dissemination of skills and information which are often known only by some specialised operators and not used and shared to a larger circle of trade-unionists and workers.

The guidelines included in this publication are, finally, a concrete manifesto that will be very useful for a "glocal" action inside the processes of industrial relations and collective bargaining oriented to support the "just transition" from a "green economy" to a "green society".

“Just transition” and role of trade unions

*by Józef Niemiec**

For many years now, the ETUC has been supporting the ambition of making the economy low-carbon and resource efficient, in Europe and worldwide. This is an absolute priority since what is at stake is preserving planets habitability. We share the idea that the EU needs an alternative economic model based on more solidarity, less dependency, more sustainability, more support for activities which will make the EU the world leader of the low-carbon industries.
It is however crucial that the social dimension becomes a central component of the transition towards a low-carbon and resource-efficient economy. We need a policy framework for a “Just transition”. Such a framework should aim at supporting climate and environmental policies with a set of labour instruments which will maximise the potential to create quality jobs, while cushioning the possible negative impacts of the transition.
Driving investment towards sustainable activities which will create quality jobs, boosting the greening of skills for the workforce, enhancing social protection systems, strengthening workers’ rights, are all key pillars of “Just transition”.
“Just transition” means also that the transition towards a low-carbon and resource-efficient economy must include initiatives to promote social dialogue and workers’ participation. The scale of changes necessary to build a true sustainable economy demands strong engagement from all parts of society. Social dialogue, negotiation and participation are the fundamental values and tools of our society. Workers have a role to play in greening their workplace and must also be able to anticipate the changes and restructuring which could impact them.
This report demonstrates that Trade Unions have a key role to play in that transition and that across Europe, workers representatives are already playing a leading role in making our economy more sustainable. Strengthening this role will continue to be a major priority for the ETUC in the future.

* Etuc Deputy General Secretary.

The project
Industrial relations for a green economy - Europe 2020: innovative bargaining processes for a sustainable growth and quality employment

Co-applicants
CISL n.le (Applicant) Italy; USR CISL Toscana Italy; Ecologia&Lavoro Italy; CFDT France; FGTB Belgium; INE GSEE Greece; Arbeit und Leben DGB NW Germany.

Affiliated and partner organisations
FLAEI CISL Italy; IAL Toscana (External Expertisee) Italy.

Associated organization
ETUC European Trade Union Confederation.

Aims and objectives
Comparative analysis of best practices in industrial relations on environmental matters.

Focus of the project: identify frameworks and operational guidelines for trade unionists and other actors in bargaining processes and promote a more effective and participatory dialogue in Europe on environmental matters.

The project aims to analyze good practices trading with respect on environmental issues in the following cases:
1. Conflicts between the need to maintain workplaces and the need to have sustainable environmental conditions;
2. Creating new jobs trough new productions that expose to environmental hazards;
3. Production of goods and services with a specific “green” connotation which makes them more valuable and competitive;
4. Industrial reconversion with training of human resources and changing productive processes.

The background idea of the project is to map the historic divide between labour and environment and to promote environmental responsibility and social dialogue to develop better acknowledging of the importance of involving the sustainability issues in trade unions’ activity (bargaining) and in social dialogue with employers and all the stakeholders.

The project aims to develop acknowledging on potential impacts on employment in different regions and strategic sectors; - give an input to the local trade unions' representatives with the objective of being able to represent these issues at local, sectoral and company level; create a best practice network of different countries and realities having similar sustainability and competitiveness problems; give competences to read the local exigencies, and emergencies in environment issues.

Finally it is important to develop capacity to integrate the ecological efficiency's objectives in the collective bargaining and in social dialogue and to analyze and discuss theoretical and practical implications of trade unions' "Just Transition", and the problems and perspectives of "Green Jobs" in the economic system and in the social dialogue.

Main steps and products

Steps

1. Desk analysis of the existing literature on social dialogue and environment and susceptibility shared among the partners of identification and description of cases, choice of cases.
2. Field analysis of cases and sharing of them in a project workshop.
3. Comparative analysis of cases, identification of guidelines and operational guidance with the final conference to disseminate the project results.

Products

1. Summary of literature analysis; methodological tools for case studies.
2. A document with the description of the cases prepared by partners.
3. Comparative analysis of cases and final conference about relevant guidelines for trade unionists.

About project partners

CISL (Confederazione Italiana Sindacati Lavoratori), founded in 1950, is the second largest Confederation of Trade Unions in Italy (more than 4.500.000 members).

CISL Tuscany is the s regional branch of the Italian Confederation; it is strongly engaged in promoting sustainable development and environment protection.

Ecologia&Lavoro is an association promoting sustainable development and qualified work.

CFDT Confédération française démocratique du travail, The French Democratic Confederation of Labour is a national trade union center, one of the five major French confederations of trade unions, It is the largest French trade union confederation by number of members.

The Labour Institute of GSEE was founded in 1990 as a non-profit company, aiming to contribute to a scientifically based intervention of the Greek trade unions in all labor, economic and wider social issues related to Greek workers.

Arbeit und Leben is an institution for continuing education in maintenance of the German federation of trade unions (Deutscher Gewerkschaftsbund-DGB) and the adult education centers (Volkshochschule-VHS). The project partner is the North Rhine-Westphalia (NRW) branch.

FGTB (General Federation of Labor in Belgium) is the most important national trade union of Belgium.

FLAEI Cisl is the Federation of Workers of the Electrical Italian Enterprises affiliated to CISL.

IAL Toscana offers training and services which aims to have innovating approach, help cultural integration at European and international level, empower weaker groups of the labour market to make them able to have equal chances in the competing life of work.

The European Trade Union Confederation (ETUC) is a trade union organization which was established in 1973 to represent workers and their national affiliates at the European level.

The complete descriptions of the cases, and a lot of useful project materials can be reached from this web address:

www.centrostudi.cisl.it/progetti-europei/30-vs-2013-0405-industrial-relations-for-a-green-economy.html

Industrial relations in the green economy[1]

The term “green economy” is generally used to describe emerging systems of production which have a low environmental impact. The intention of these systems is to progressively transform the industrial landscape inherited from the 20th century in order to limit the environmental damage caused by industry in the newly begun third millennium.

Barack Obama made liberal use of the term “green economy” in a speech during his electoral campaign when running for the American presidency in 2008.

The future President of the United States used this term to refer specifically to the mass development of renewable energy production as the hallmark of the green economy.

Obama promised that, thanks to the green economy and renewable energy, employment would increase, the USA would be less dependent on oil imports from Arab states, and the country would also make a practical contribution to the fight against climate change. This is in despite of their refusal to sign up to the Kyoto Protocol, both in 1997 and 2005, when Russia ratified and implemented the Protocol.

In the international arena, the term began to be used in documents produced by UNEP and the OECD, and its original definition (renewable energies) was broadened. It now encompasses several other activities, such as the European strategy to reduce waste and improve methods for collecting and recycling materials, and activities to do with territory management, forestry management and reducing consumption of the earth’s resources or fighting against biodiversity loss. This way of production and consumption undermines the earth’s vital systemic environmental capacity to absorb climate-changing gases. In addition, the term now refers to the complete overhaul of all sectors to boost energy-efficiency to reduce wastes, to manage water and transports more efficiently or to implement green infrastructures, starting with the construction sector.

[1] This text, edited by Giuseppe D’Ercole, has been presented in the Project conference of Athens (October, 2014) and finally agreed with emendments and integrations in the Project final conference of Florence (December 2014).

In Europe, too, we no longer use the term “green economy” simply to refer to renewable energy production or other specific sectors of activity or production as was the case in the initial phases of the development of the concept.

Europe has always played a leading role in the fight against climate change, and is now taking irreversible steps towards greening the economy, i.e. progressively rethinking the economy to suit the environment, or making the economy more “eco-friendly”. But that’s not all!

A transformation process is underway which involves, and increasingly affects, the organisation of social life and our approach to social organisation. Our way of thinking about and looking at the present and future of our social structure is undergoing a cultural and anthropological transformation.

The green economy can be seen as the beginning of a new era for humankind, and a break with the industrial, economic and social age which developed between the 17th and 20th centuries. Instead, the 21st century ushers in the Green Society, with green industry and in particular new-generation energy production as its foundation. But we hope to build a new development pattern more equitable and “quality oriented”. As the green economy was firstly a restrictive concept often focused on the growth of green technologies, Trade Unions had been vigilants and active willing to build an equitable and sustainable society by a just transition. Social opportunities for employment, poverty or inequalities reduction and social risks may occur simultaneously.

1. Causes of this transformation

First and foremost, environmental reasons have been the primary driver of changes made with the aim of reducing the environmental damage caused by the staggering development of industrial production since the Second World War.

In 1972, Stockholm played host to the first international conference seeking to carry out an analysis of the critical environmental issues for the planet at scientific, social and political levels. In the same year, a report entitled “Limits to Growth” was published by the Club of Rome, which gathered well-known and respected scientists from different countries. The report was controversial as it warned against believing in the illusion that development could continue unfettered, disregarding the finite nature of the Earth’s resources (hydrocarbons in particular) as well as the planet’s natural capacity for absorbing pollution.

Following these initiatives, the UN decided to establish an official research committee which published its conclusions in the Brundtland report (1987). This was a milestone in the definition of sustainable development as human activity which does not endanger the possibility for future generations to provide for their own needs, i.e. the same degree of access to and availability of natural resources as the present generation.

However, the realisation that we needed a substantial and, one could say,

"anthropological" change to our perspective of development and the future of humanity reached a point of no return at the 1992 UN global conference in Rio de Janeiro, where a "grand coalition" of all the countries of the world came together to commit to fighting climate change and protecting the Earth's biodiversity.

Straight after the meeting in Rio, it was the European Union which succeeded in interpreting the fight against climate change and protection of biodiversity in economic, social and geostrategic terms. It is attributable to a civil society truly active and mobilized (inhabitants, Trade Unions, environmental NGO's, local actors, consumers associations…).

This alternative, new and sustainable path for development centred on the environment was thus adopted and developed progressively through a series of important, binding decisions taken by Member States. An extremely important document was published in 2012 in the form of a broad plan encompassing all sectors of activity: the Commission's "Roadmap for 2050: Towards a low-carbon economy". This was another turning-point.

This document provided an overview of how sustainable development differs from the form of development seen in previous centuries. Environmental protection is becoming a real a priority, which thus implies reducing reliance on fossil fuels and a radical process of energy conversion, spaced out over four decades, as well as focussing on the efficient use of materials in the structure and organisation of collective and individual social life.

The initial environmental priorities have become almost exclusively political reasons for protecting personal freedoms, autonomy and independence in relation to energy needs, i.e. acquiring fossil fuels from conflict-ridden areas of the world, and economic reasons have also come to play a strong role. We see this in the sharp rise in prices of raw materials as demand for them increases in emerging countries.

Therefore, in contrast with the initial environmental reasons, it is now clear that economic, social and political motives also have a direct interest in making the environment the "focal point", and allowing it to guide new forms of development and civilisation.

The issue of maintaining a high level of competitiveness in technological innovation standards essentially resolves around efficient use of materials. This is a crucial topic especially in light of the exponential increase in demand for materials from new and legitimate sources, i.e. countries aspiring to improve their welfare. This demand applies increasing pressure on the planet.

2. Has the green civilisation begun?

European policy-makers are now using the *Roadmap for 2050: Towards a low-carbon economy*, which includes plans for all sectors, from the ideation and planning phases to implementing, managing, collecting and recycling all ma-

terials. The plan regulates the choices of not only European businesses but also entire sectors of the global economy. Two significant examples can be seen in sectors which were not initially considered part of the green economy: the automotive and chemical sectors.

European legislation on the automotive sector imposes strict standards for reducing CO2 emissions/kilometre and fine particulate emissions, both for European producers and car importers operating in Europe. Producers and importers need to ensure that the average emissions of vehicles available on the European market do not exceed an average 95g emissions/kilometre by the end of 2020. This legislation is forcing not only European producers but also major multi-national enterprises operating on international markets to develop highly efficient motors and, at the same time, seek new technologies which run on new-generation fuels rather than hydrocarbons.

In the chemical industry, too, the European REACH regulation essentially forces producers to supply all of the information about how to correctly manage new products on the market. They can only acquire a trading licence once the products have been registered with the European authority in Helsinki, thus ensuring an ad hoc international regulatory system. Moreover, the "green chemicals" industry is now growing, using natural chemical and physical processes as its inspiration for researching new possibilities in chemistry.

However, manufacturers are not the only ones making an effort! Individual citizens, workers of many sectors including primary and tertiary sectors, or consumers have also taken a starring role. The culture of buying green, extended to local governments via the Green Public Procurement standards, and the growing success of "farm-to-fork" programmes, are further proof that a new and different kind of society is emerging.

3. What contribution to a just transition can trade unions make?

The European system of industrial relations has provided useful support to improving the overall wellbeing of European society, starting with the extension of fundamental inviolable rights such as the rights to participation, to promote cultural and social welfare, and to democracy in European society.

These rights, which are under grave threat and in some cases overturned by ruthless globalisation which tends to bulldoze them, need a new impetus and a new place in the new society based on sustainable development: the Green Society.

Trade union organisations are continually renewing their cultural heritage, bargaining methods and social dialogue, particularly in relation to the wide-scale transformations in manufacturing and consumption due to economic globalisation.

However, with regard to the new elements in the fight against climate change which require significant changes to the energy and industrial infra-

structure, the approach remains focussed on protecting the existing structure and, when it becomes possible, adapting to new and developing trends.

Through this project, we intend to identify the reasons why trade union organisations should be promoters of innovation and the "greening" of the economy and society, because continuing to protect our existing infrastructure would be akin to the Luddites' battle against the car in the late 17th century.

4. "Greening" the economy/society: Why should trade unions take an active role?

The mission of trade unions essentially remains what it has always been according to history and tradition, i.e. one of protecting and improving the conditions for workers in the workplace. However, nowadays more than ever, job availability, the green economy and green society are all significant issues that affect labour both in qualitative and quantitative terms.

The "greening" of the economy, manufacturing, consumption and the organisation of social and civil life first of all involve dealing with environmental dumping i.e. externalities such as the costs of environmental damage, not only in a pecuniary sense.

One characteristic of the production systems of the past few centuries up until recent years was the producers' lack of interest and sense of responsibility regarding environmental damage caused by the impact of their activity.

At the dawn of the industrial society, the social damages and costs of growing industrialism were ignored in the same way. (F. Engels: "*The condition of the working class in England*", 1845). Child labour and exploitation of women, deaths at the workplace and damage to workers' health, supporting workers during inactive periods or after their retirement were all costs borne by society.

Worker's revolts, the birth of trade unions and the democratic political struggle have strengthened labour protection rights and boosted social welfare, making Europe an area with a high quality of life and labour. In addition to the social redistribution of wealth, the social costs of production have been largely internalised into production costs and thus in part subtracted from capital repayment.

As for the environment, until a few decades ago, the costs of the damage caused by pollutant emissions in solid, fluid or gaseous form to land, waterways, the atmosphere and stratosphere were completely and directly dumped onto society and future generations.

The greenhouse gas effect, primarily caused by fossil fuel combustion which causes further acceleration of climate change, is one of these environmental "externalities": "We talk about externalities when someone's actions can directly harm someone else, such as when toxic substances are dumped into a river, buildings are built which are real eyesores or someone smokes in a restaurant... When we release greenhouse gases, they damage the environment of

other people, and we are not held to account for it if adequate corrective policies are not in place." (N. Stern, *A blueprint for a safer planet. How to manage climate change and create a new era of progress and prosperity*, 2009).

The clear and high risks and costs of repairing the environmental damage caused by climate change are and will continue to be borne by society. Our quality of life and security will be threatened: just look at the growing number of ever more frequent and unpredictable extreme weather events.

Internalising environmental costs means changing the "disposable" mindset. This can be considered the hallmark of a consumption-centred industry which uses the maximum amount of natural and mineral resources.

Clearly, a form of development based on this "disposable" logic is much more pollutant and affords much fewer opportunities for job creation than a form of development which makes rational use of resources and encourages product maintenance and the collection and recycling of materials when they no longer serve their primary function.

The "circular economy" requires greater intelligence, research, more detailed planning and more integrated competencies: thus, a more rich and complex form of labour. The maintenance, collection, recycling and reuse phases may seem to require simpler labour activities, but in fact, logistical and organisational skills are also needed. In addition to developing high quality software, the wider social dimension needs to be reinforced to encourage people to participate and get involved.

Therefore, besides the purely environmental aspects, we need a different approach to socio-economic development, in order to tackle critical elements which go beyond issues of environmental impact. We should also consider the protection of inviolable rights, such as the right to work, which the broader and correct application of the concept of sustainable development should promote. This is particularly important during this period of economic crisis characterised by high unemployment rates and energy prices, shortages of raw materials and dependence on imports.

The European Parliament has taken these points on board and highlighted the need to protect social cohesion. It has reaffirmed the essential need to create the conditions for a form of development which combines employment and economic growth with environmental protection, making the latter the keystone of the development process.

To pursue this aim, it is vital to promote technological development which combines environmental protection with growth, competitiveness and job creation. *Eco-innovation* should be encouraged, i.e. a form of innovation which respects the environment and ensures the reduction of greenhouse gases, makes more efficient use of water and raw materials, increases the use of recycled materials and produces quality products with a lower environmental impact. These are just a few examples: environmentally-friendly services and manufacturing processes are also fields worth exploring.

These new forms of technology will engender an ever-increasing disassoci-

ation (the measure of this also being a measure of the sustainability of development) between the production of goods and services and pressure on the environment. They will also offer better employment opportunities as both expertise and the workforce develop through the significant expansion of collection, recycling and maintenance activities promoted by the eco-innovation model.

The concepts expressed here, in particular the need to promote recycling and long-lasting products, have already been described in the December 1993 white paper by Jacques Delors entitled "*Growth, Competitiveness and Employment*." The publication of this paper following the 1992 Rio de Janeiro conference, in which the concept of "double dividends" was introduced, is no coincidence.

There is an hypothesis that, the new job creation and environmental protection policy which includes (among other things) taxing the consumption of environmental goods, rather than taxes on labour, should protect both natural resources and boost employment in the long-term.

This dynamic process for reducing the environmental externalities of economic activity should give rise to a natural increase in labour, just as reducing the social externalities of the first phase of industrial development led to more and better employment with the services of the Welfare State.

5. The globalisation of environmental and social responsibility

During the past few decades, environmental and climate risks have been the number one issue to cause an awakening of global collective awareness, triggering a race to determine the relevant economic and financial instruments which can be legally applied at international level. All countries agree that it is important and are debating and researching such instruments even now.

In Europe, the Kyoto Protocol (December 1997) made Member States directly responsible for limiting climate-changing gas emissions.

The European Union then gave businesses responsibilities. With the system of pre-allocated credits for energy-intensive industries and those which emit the most CO2, therefore contributing to global warming, companies are obliged to pay emissions rights. Increasing the environmental risks borne by society is no longer an action without consequences.

The "polluter pays" principle involves producers, assigns them responsibilities and encourages them to green their activity. Industries should become significantly and progressively more "eco-friendly", respecting and protecting the environment as a quintessential public and social resource.

The growing field of corporate social responsibility is essentially rooted in respect for binding and legally enshrined environmental standards at international level applicable in European countries. These standards also extend to cover social aspects and fundamental labour rights.

Nowadays, standards tend to be proactive and oriented towards ongoing

environmental improvement and making processes, products and systems more efficient.

The Roadmap sets not only final targets for reducing CO2 emissions by 2050 but also intermediate targets for 2020, 2030 and 2040. Increasing the share of renewables and energy efficiency is also part of the Roadmap.

The study which underpins the European Commission's proposal for a low-carbon economy by 2050 shows that employment will also be positively impacted and increase substantially.

The positive effect of the low-carbon economy on employment was confirmed and reinforced in the European Commission communication of July 2014 (COM 446/2014, *Green Employment Initiative: Tapping into the job creation potential of the green economy*, 02/07/2014).

6. Concluding remarks

Protecting the environment is one of the main duties of the political classes for the good of their fellow citizens. While forms of protection need to be implemented at local level, adequate global governance is also crucial to their success.

Economic and social stakeholders need to participate and be involved in local and global governance. In some areas, these stakeholders should identify and set examples for the way ahead. To succeed in job creation we need to be able to anticipate employment, skills and training needs in order to help to increase capacity-building of all the actors (workers, companies) because the environmental transition will generate not only winners. We have to evaluate those needs before to face the effects of crisis.

This environmental emergency, which affects the whole planet, can and must be seen as an opportunity to decisively increase both the quality of labour and the quality of economic activity.

The European Union has an additional mission in comparison with other geopolitical areas of the globe: combining environmental protection, labour protection and the quality of economic and social life.

As we fight to tackle the environmental externalities of economic activity (climate-changing emissions in particular) by greening the economy, we can create the conditions for a global existence in which eco-efficient production of goods and services can contribute to a less dangerous form of competitiveness, reducing the need to fight for and hoard resources.

In this context, industrial relations can make a significant contribution. The real key is not supporting green business, but understanding the pressing need to protect the environment in order to improve and reinforce universal rights to personal and collective wellbeing.

Research methodology

As it is known, the project is primarily based on case studies. The research team has identified the criteria for the selection of cases, the analysis methodology and the definition of the methods for their description, in order to obtain – from the various experiences realized – the main strengths and weaknesses, useful to outline possible guidelines for trade union action in support of environmental sustainability.

The selection of cases was oriented by the classification in four different types of bargaining situations concerning the environmental issue, as defined by the project itself:

1. conflicts between the need to maintain workplaces and the need to have acceptable environmental conditions;

2. creating new jobs and/or new skills to encourage the "just transition" to a fair and environmentally sustainable economy;

3. production of goods or services (for external markets), with a specific "green" connotation which makes them more valuable and competitive;

4. industrial reconversion or changes in labour organization (with a specific focus on "green connotation" and/or human resources training linked with the changing of productive processes).

This criterion was accompanied by the relevance of the case study, according to the definition of "good practice", as defined by ISFOL.[1] As the main object of this research project is the analysis of negotiation processes and the characteristics of the social dialogue between the different actors involved (workers, trade unions, companies, institutions, local communities, etc.), the main criteria for selection of the case studies have been linked to the role played by trade unions and workers' representatives in the definition of the solutions and in the quality and transferability of the solutions themselves.

[1] Definition of good practice: "A good practice is an empirical construction of the development of experiences that for the effectiveness of the results, for the characteristics of internal quality and for its contribution to the solution of particular problems satisfies the complex system of expectations" (ISFOL, Institute for the Development of Vocational Training of Workers; www.isfol.it).

Once selected the cases to be analyzed, the methodology of the field study was based essentially on two instruments:

■ analysis of documents, through the research of materials of different origin describing the experience and its development over time (newspaper articles, websites, collective agreements and documentation of the trade unions, institutions, companies, etc.);

■ in-depth interviews with privileged actors in the case study (trade unionists and workers' representatives, managers and representatives of companies, eventually also representatives of local institutions, NGOs or citizens' committees) involved in the negotiation process.

The grid for the in-depth interview was discussed in the research team, and is structured as follows: after the first descriptive part (company or group of companies involved, production sector, geographical area, name, role and references of the interviewees), the areas of investigation were as follows (see Box 1).

Box 1. Track for the in-depth interview

1. Ask the interviewee, for what is possible, to describe the CONTEXT of the negotiation process focusing the attention on the listed items:

■ *employment indicators*: type and dimension of employment, contribution to the employment of the territory/system, positioning of the company/territory in the target market, type of sector, in particular with regard to the creation of "green" jobs or production of "green" goods and services;
■ *typology and quality of industrial relations in the territory/company*, the process that we are investigating is isolated or the company/territory has other experiences related to sustainability;
■ *environmental impact of territory/company* (description through quantitative and qualitative evaluations);
■ *description of the critical elements*, areas of risk/opportunity, elements that produced the conflict (if there was a conflict in the analyzed good practices).

2. Ask the interviewee to describe the negotiation process with reference to:

■ actors involved in the process: characteristics, roles, interactions, competences;
■ duration of the negotiation process and the events that have led to stalling or acceleration steps;
■ outcome of the process, any agreement; actors' role on the outcomes;
■ influence of events/actions indirectly related to the negotiation process;
■ theme of the information/communication (workers, citizens, institutions...);
■ theme of external influences: a possible contribution/obstacle on the part of citizens' committees/environmental groups;
■ possible mechanisms for the participation of the community in negotiating;
■ issue of compensation with respect to an action that has effects on the environment;
■ topic of health and safety related;

■ training of workers (subject of agreement?);
■ any participatory mechanisms related to agreement or the negotiation process, particular elements of innovation.

3. Ask the interviewee to describe the AGREEMENT:

■ content;
■ type of agreement;
■ elements of novelty in the agreement;
■ strengths and weaknesses;
■ satisfaction of the actors involved in the process with respect to the result of the negotiation process;
■ power distribution of each actor involved in the process regarding its result;
■ Findings and expected effects related to the agreement's enforcement;
■ Rating of the degree of effective implementation/enforcement of the agreement;
■ Any unexpected findings related to the agreement's enforcement, (for examples issues or action opportunities resulting from the process and/or from the agreement that may lead to new processes and agreements).

4. Did the *legal/contractual/regulatory condition* facilitate/hinder or could facilitate/hinder the implementation of the agreements outlined in the good practice?

5. Is the agreement/good practice *transferable/reproducible* in other contexts? Explain why.

6. Regarding the studied case, are there any *press materials*? Can you help us to find materials related to the agreement?

7. *Other comments* useful to complete the interview.

Concerning the description of the cases analyzed, the project team built a further grid in order to facilitate the comparison between different experiences and focusing on the negotiation processes and their possible strengths and weaknesses. The analysis model of "good practices" contains a synthetic first part, with data on the main characteristics of the case, and a second part aimed at highlighting the more analytical aspects of the case study (purpose, degree of innovation and transferability) (see Box 2).

Box 2. Reasoned analysis grid of good practices

DESCRIPTION
■ Starting point of the initiative/project/intervention as related to the territorial context (social, economical, political).
■ Description of the socio-economic, territorial, corporate context in which the initiative is carried out.
■ Is it possible to describe the inspiring "philosophy" of the best practice?

■ Which general problems/needs is the initiative trying to solve? Which specific one?
■ What goals/aims is the initiative trying to achieve? What bargaining dynamics had been observed?
  ■ Is it possible to distinguish between formal/institutional goals (project goals) and operational ones (goals that can been really achieved)?
  ■ If the answer is affirmative please focus on the nature of the distance between formal and real goals and the reasons for it.
■ Through which activities and instruments the intervention is carried out?
  ■ Please distinguish, if possible, between activities formally included in the best practice and the ones that took place for real.
  ■ Please, describe the organization of activities.
■ How the actions can increase knowledge and support overcoming specific problem?
  ■ What changes the initiative/project suggests as concerns the relevant rules?
■ Regarding the territorial context what are the most innovative aspect of the initiatives? Why?
■ What are the "internal quality factors" of the initiative? (sustainability, internal efficiency, effectiveness?
  ■ Please, ask for an evaluation of the adequacy of the initiative in the territorial/social context.
■ Is it possible to transfer the initiative in other contexts?
■ Is the initiative reproducible in different contexts?
■ Please point out the communication instruments (website, documents, booklets) related to the initiative.
■ Please write your final considerations.

After the first draft of the case studies, the research team met to jointly define the strengths and weaknesses of the analyzed negotiation processes (using the SWOT analysis), as a preliminary step for the identification of guidelines to be presented at the final Conference of the project.

The case studies from various countries have been grouped according to the type of situations highlighted before, and in these four clusters are presented in the final report. The grouping by type (instead of the more traditional one by country) it is useful to point out that, beyond the obvious big differences in industrial relations models (and in the effectiveness of the T.U. role), the environmental problems faced are very similar. It should also be noted the wide variety of analyzed sectors: not only large but also small to medium enterprises, as well as experiences that involve many stakeholders and wide areas, as well as cases that relate not only to the sectors/companies with strong environmental impact (chemical industry, iron and steel, etc.), but also service companies (banks, tourism, ICT) (see Box 3).

The major difficulties faced carrying out this research are mainly due to the too small number of cases analyzed by country (which has forced us to exclude other significant experiences), the unavailability of some interviewees to reply

with the necessary degree of depth, and the distribution of cases in one of the four types of negotiating situations: some experiences in fact, due to their size and complexity, are suitable for an assignment to more than only one type; in these cases we have followed the principle of prevalence, attributing the experience to the most significant typology.

Box 3

1. Conflicts between the need to maintain workplaces and the need to have acceptable environmental conditions

GR:	Informal Industrial Zone of Oinofyta; Chalkidiki Mines
GER	ENVIO (Port of Dortmund)
ITA/CISL	Arvedi
ITA/E&L	Lucart
ITA/CISL Tosc.	«Case Passerini» incinerator (*also 3)

2. Creating new jobs and/or new skills to encourage the "just transition" to a fair and environmentally sustainable economy

FR	French Rubber Recycling Industry; ECECLI (Ile de France)
GER	Climate Discourse North Rhine Westphalia; Climate Protection Plan NRW
ITA/CISL	Edison Sarmato
BEL	"New industrialisation" for the metal industry. A study of ABVV Metaal in Flanders

3. Production of goods or services (for external markets) with a specific "green" connotation which makes them more valuable and competitive

GR	Green Tourism; Stavros Niarchos Foundation Cultural Centre (*also 4)
GER	VW Salzgitter - Block heat and power plant; Solidarity Shopping; Contitech (*also 4)
ITA/CISL	Almaviva (*also 4)
ITA/E&L	General Beverage (Piaggio)

4. Industrial reconversion or changes in labour organization (with a specific focus on ecological issues, human well being and training needs for human resources linked with the changing productive processes)

FR	Total (Carling)
CISL	Matrica
ITA/CISL Tosc.	Solvay
FR	Merlet Deco
BEL	SWIFT; Nekto (*also 3)

The cases

Lessons learned from the cases[1]

Development and employment policies are more and more linked to environmental issues.

Green economy is an opportunity for more and better jobs.

Challenge: managing, not avoiding risks on the way to a green economy, green growth, long-term perspective, multistakeholders dialogue.

Effective social dialogue on green and labour issues is the key.

New role for Trade Unions.

Points of strenght and weakness

The cases are placed in a context of productive and employment crisis which claims the research of innovative solutions.

In some cases the first initiative of projects is born by trade unions, in the majority of experiences companies and institutions are the main promoters.

Not only the energy consumption sectors are interested in the sustainability strategies: also in the services sector there is space for important initiatives.

On environmental issues trade union is in the middle between the defense of employment and the reasons of environment protection. Sometimes the role of trade unions is misunderstood.

In success stories negotiations were the first steps for participative processes. Usually with an important role of multistakeholders social dialogue for monitoring and management of the projects.

To enforce the trade union role could be important reinforce the rights of information and consultation related to environmental management. Is also important a correct (and unilateral by companies) use of environmental certification (EMAS – ISO 14.0001, etc.).

[1] Summary of the Achim Vanselow presentation during the final conference of the project: Florence, 16th-17th December 2014.

Some implications from cases

Trade Unions are the only actor who addresses consequently labour in the transition process (jobs, skills, labour market policies, etc.).

Transition is a multistakeholder process; Trade Unions can play a role.

Innovative (regional) policies: Trade Unions must find new ways to participate.

Room for Trade Unions innovation, but crisis is a big barreer for innovative Trade Unions practices (urges Trade Unions to a defensive role).

Cultural and mentality issues are becoming more important: awareness rising, behaviour change, dialogue with citizens – not only Trade Unions members.

Trade Unions need pressure from the workers.

Swot analysis

	Helpful to achieving the objectives	**Harmful to achieving the objectives**
Internal origin	**strengths** ■ Transparency ■ Knowledge of trade unionists and members ■ Workers participation ■ Trade union (T.U.) identity and credibility ■ Role of T.U. in greening "old jobs" ■ Role of T.U. in environmental negotiations ■ Unity of T.U. (national and European level)	**weaknesses** ■ Lack of specific skills in Trade Unions (T.U.) ■ Lack of sensibility in T.U. ■ Reduction of resources for T.U. ■ Difficulties in representation of green jobs ■ Different interests in European T.U. ■ Structural weakness of global T.U. ■ Low representation and bad image of T.U. among young people
External origin	**opportunities** ■ T.U. are in the middle territory/companies ■ European policies ■ Multistakeholders and self organized social dialogue ■ Promote association and institutes for research in environmental issues ■ Use environmental issues to become more attractive among young generations ■ Local production of sustainable energy (new jobs) ■ Technological innovation and new possibilities for green economy	**threats** ■ Time of crisis: conservative approach of T.U. ■ Possible conflict of mission for T.U. (territory/companies) ■ Legislation (about labour) change in democracy crisis ■ Conflict between capital and labour ■ Increasing distance among companies, territories and local communities ■ Social dumping and international trade

	Helpful to achieving the objectives	Harmful to achieving the objectives
Internal origin	**strengths** ■ Agenda 21 (Major groups) ■ EU environmental Legislation Framework ■ EU environmental. certification (Emas, Eco label) ■ Knowledge of work organization, knowledge of market ■ Vocational training ■ Direct relationship with workers ■ Capacity, ability to discuss with various stakeholders (mediation) ■ Capacity to find solutions ■ To be close to experts and to have the right to mobilize expertise ■ To push for covering the cost of social dialogue and consulting	**weaknesses** ■ Controversial legislation ■ Insufficient cooperation between institutions, ministries, enterprises, etc. ■ Absence of environmental issues in the Industrial relations systems and management strategies ■ Lack of global economie and environmental approach as it happens with the multinationals ■ Lack of capacity building ■ Conservative attitude from T.U. members willing to discuss with traditional partners
External origin	**opportunities** ■ Credibility of T.U. because of fairly involvement to environmental issues ■ Anticipation ■ Capacity to prevent environmental impact ■ Adequate public and private investment in environmental transition ■ To establish permanent contacts with educational actors in order to reinforce T.U. capacity building	**threats** ■ Economic and social crisis (to became only defensive) ■ Stop and go policies (on/off) from istitutions and from companies ■ Short term vision

From cases to guidelines

1. *Importance of the "process" of negotiations/participation*
■ Trade Unions must be present, being involved; "anticipation" is key.
■ "Participation": the form of participation is changing (formal, organizational, networks…); need for support.

2. *Social responsibility*
■ Need fora new Trade Union culture.
■ Ability to combine employment/quality of work issues with environmental sustainability ("how" and "what" is produced).
■ Visibility of good practices needed.

3. *Importance of networks in the territory*

■ Networks with institutions, business associations, NGO´s…
■ Trade Unions are not the only actor in the game!
■ New specialized structures. Good examples like: Ecologia&Lavoro, Klima Diskurs. NRW, Idée Force France.

4. *Training of union members on "green" issues*

■ General widespread courses: awareness rising, sensibility on environmental issues.
■ Specialized courses, training for Trade Unions officers with specific environmental responsibilities.

1

Conflicts between the need to maintain workplaces and the need to have acceptable environmental conditions

INFORMAL INDUSTRIAL ZONE OF OINOFYTA – REGION OF BEOTIA (GREECE)

■ The industrial zone is located at the Oinofyta - Schimatari - Tanagra area in the Beotia region, bordering Attica. In the region, there are located more than 1.000 plants, which have a significant contribution to the local employment.

■ The informal industrial zone of Oinofyta is characterized by uncontrolled growth due to lack of rules concerning urban development and planning in the ordinances that freed the establishment of industries there. This has resulted in the lack of infrastructure in water supply, sewerage and roads but mostly lack of processing facilities in industrial waste and sewage. This fact, in combination with bad practices from industries and poor control from state apparatus have created a major environmental problem in the Asopos River (that flows through the industrial zone), the aquifer and the surrounding area.

According to the Ministry, waste of 60 metal industries end in Asopos, most of which are located in the surrounding area of Oinofyta - Schimatari. These industries divert their waste in Asopos. The concentration of chromium in Asopos' waters increase with time. Typically, the metal industries are required by law to have facilities to physiochemically treat their waste; this is not happening. The environmental damage from uncontrolled waste in Asopos is huge.

Similar are the risks to public health, for people who consume contaminated water. Scientific studies have shown that hexavalent chromium (Cr (VI)) is absorbed from the gastrointestinal track and reaches many organs of the body, causing serious damage and cancer, while inhaling hexavalent chromium (Cr (VI)) causes cancer development, mainly lungs'. Measurements in the waters of Asopos and detection of hexavalent chromium (Cr (VI)) sounded the alarm and led to discontinuation of use for drinking water in many areas. Given that the aquifer is uniform, the problem of water pollution of Asopos concerns both Eastern Attica and Viotia, and specifically the towns of Tanagra, Schimatari, Oinofyta, Avlona, Sykamino and Oropos.

WHY IS IT A GOOD PRACTICE?

The case was selected as a meaningful "case study" within the project, because it highlights a serious conflicting situation between industrial development, jobs in polluting plants, the environment and the local communities.

The informal industrial zone of Oinofyta is the largest industrial concentration in central Greece; what makes it significant is the lack of planning whatsoever in the area, the uncontrolled growth and the resulting pollution of Asopos River which crosses the region. In this case, the efforts focus on:

■ the obligation by law of the existing plants to adopt innovating anti-polluting industrial processes in order to stop further pollution
■ the creation of the necessary waste treatment facilities
■ the conservation of job places along with the clean-up of the area
■ the protection of Occupational Health and Safety of workers and
■ the improvement of locals' health conditions.

It's all about a multi-task and challenging target for both state and social partners (employers, trade unions), and local civil associations.

WHICH WERE THE MAIN PLAYERS INVOLVED?

■ Industry management
■ Local community
■ ITAP of Oinofyta (Institute for Local Development and Culture of Oinofyta)
■ CISD (Citizens' Inspectorate for Sustainable Development)
■ Employees
■ Trade unions

WHAT DID THE TRADE UNIONS DO?

From the very beginning trade unions have been involved in the actions along with other actors and have participated in all steps and procedures to tackle the problem. The most rep-

resentative trade union organization in the area is the territorial one, based in Thebes the capital of Boeotia region. Representatives from the Labor Center of Thebes have participated in the meetings with the Ministry of the Environment, the Technical Chamber of Greece (TCG), the General Inspectorate for the Environment and other factors which were dealing with the problem. The Greek General Confederation of Labor (GSEE) through the Committee of the Environment has also had an important contribution to the issue. The whole problem of Asopos river pollution is a topic that is taught in the Academy of Labor of GSEE as an eloquent example of combination of environment, production processes that is necessary to turn green more or less, employment, Occupational Health and Safety and public health.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

■ In this particular case, the intervention is the negotiation process and the efforts made from part of the local community and the trade unions mostly to change the environmental-health issue of Oinofyta-Asopos. In these efforts they are mostly organizing informing activities, gatherings and talking to the media in order to sensitize more and more people. Furthermore they organise meetings with all the involved parties. In a second degree they have managed to win cases in Greek and European courts getting the Asopos problem recognised as a health problem, as well and not only as an environmental problem.

FINAL CONSIDERATIONS

■ The local community is living under the threat of death as fellow citizens are constantly dying of cancer that may now be attributed to pollution from the informal Industrial zone of Oinofyta. They also run the risk of mutation of their DNA from the constant exposure to carcinogen factors, such as hexavalent chromium (Cr (VI)).
■ Informal Industrial zone of Oinofyta contributes significantly to employment in the region and the residents of the surrounding areas invest most of their working future on it, selecting related skills. Normally these are not green jobs and often intensify the workers' exposure to harmful agents. But there are companies that comparatively qualify being called green and have as main target adding intangible value to the local community, even those of course stumble upon the reaction of the rest companies of the zone, as far as the implementation of these policies are concerned.
■ The local community is now at a very high level of knowledge of the subject and while activists-collectives of citizens have as main goal to integrate the local community to their struggles, due to the high degree of interconnection of the informal Industrial zone of Oinofyta with them, they often raise dikes to the various actions undertaken.
■ Existing legal framework has significant shortcomings, deliberately one might think, in order ultimately to service polluting industries to hide toxic waste and sewage and to avoid the cost of detoxification in their plants.
■ The environmental problem of Asopos has some consequences that are already irreversible.

CHALKIDIKI MINES, CHALKIDIKI REGION, MACEDONIA (GREECE)

The Chalkidiki mines are located at the Chalkidiki region above the Athos peninsula and the new mining plans include the existing mine in “Mavres petres”, a new open pit and underground mine at “Skouries”, an underground mine at “Olympiada”, an 8,5 km underground tunnel for the transport of ore (Olympiada - Madem Lakkos), 1 copper-gold metallurgy plant, 1 sulphuric acid plant (1000 t/d), 4 tailing disposal and storage sites, 1 industrial port, storage tanks and exploration of 14 other potential mining areas.

WHY IS IT A GOOD PRACTICE?

The case was selected to be presented as a “case study” within the project, because it highlights the conflict between an activity with important environmental impact like gold extraction, and the local civil communities. In this conflict there is a juxtaposition of a certain type of development and the respective job places defended by workers, and the inhabitants of the area who invoke the high polluting character of the activity and the serious impact to the environment. Some of the consequences might have irreversible impacts on the environment (air, underground water etc), public health of the residents in the neighborhood, serious consequences in other economic activities such as agriculture, livestock, beekeeping, fisheries, tourism,, etc., that are incompatible with mining and are important competitive advantages of the region. The case has taken an international dimension as the protestors appear in the book trailer of the new book of Naomi Klein *“This changes everything: Capitalism vs the Climate”.* New York Times Bestseller, Sept. 2014.

Mining at Chalkidiki started, around the 6th century BC. Today the mines are a property of “Hellas Gold s.a.” by 5% and “Eldorado gold corporation” by 95%. Their assets include mining and exploration concessions covering 317 square km, 310 homes, 11,000 square meters of urban land, 2.5 square km of land, 30,000 square meters of offices and industrial buildings, 2 underground mines with shafts and underground tunnels, pumping systems, 2 ore-treatment plants, vehicles and mine machinery.

This large mining activity has a negative effect in the life quality of the residents (water quality, air quality etc.). It has also caused a breach on the social cohesion of the residents, since there is a conflict between sides, for and against the mines. The conflict between the two opposing sides, those in favour of keeping or increasing job places on the one side and those who need to avoid environmental impact on the other side, emerges in this case. Furthermore, the role the local community and the involved actors is investigated.

WHICH WERE THE MAIN PLAYERS INVOLVED?

- Local community
- Industry management
- Associations (such as the Chalkidiki hotel owners association)
- Trade unions
- Employees

WHAT DID THE TRADE UNIONS DO?

The controversy and the resultant conflict on mining investment in the area have been developed at very high tones during the last three years, and with a strong political involvement. The whole story had also an international echo. Sometimes the conflict between locals and workers in the mines was driven to the extremes, dividing them deeply.

The economic crisis and the lack of confidence towards the government which stipulated the terms of the contract with the multinational, fomented by oppositions’ parties exacerbated the situation.

Local trade unions were also divided, so their role was impaired. The GSEE denounced the excesses and were in favor of a combination between mining and other activities with respect of the environmental legislation. This proposal which at the present time seems to be the only way forward at the time when it was made, three years ago, nobody was willing to listen.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

■ Chalkidiki shows significant activity in the agricultural sector: organic farming, fishing and aquaculture. A significant contribution to the local economy is also managed by wood logging, forest fruits and aromatic herbs; all these activities are at fatal risk due to the deforestation, the drying up of the aquifer, the dust that impedes the vital functions of plants, acid runoffs, and bioaccumulation of heavy metals in the food chain resulting the mining activities. The contribution of tourism to GDP of northeast Chalkidiki is estimated at 15-20%. the mining activity will bring a fatal blow to the tourist character of the area; It will degrade the life quality of residents and visitors and will not replace the stable benefits of existing and future sustainable development of the area.

■ In this particular case, as shown above, the intervention is the negotiation process and the efforts made from part of the local community mostly to resist against the mining activity. In these efforts they are mostly organizing informing activities, gatherings and protests.

FINAL CONSIDERATIONS

The mining activity will have a negative effect on quality of life issues for the residents. Water quality and air quality will be downgraded and other direct and indirect environmental impacts will be brought upon them.

Even though there is a contribution in jobs to the local community by the Chalkidiki mines, the overall equilibrium is negative, since a lot of jobs will be lost due to the environmental downgrading.

There has been a division in the local community between those in favour and those against the mines.

The actors and people protesting are in a large scale isolated from the officials.

The legal framework could possible contribute to a positive direction if it was implemented, there is, though, a tendency for new legislative work aiming the constant legal coverage of the mining activity.

PCB-SCANDAL IN THE COMPANY ENVIO RECYCLING-GMBH & CO. KG IN THE PORT OF DORTMUND

In 2010, a serious PCB-scandal (polychlorinated biphenyls) took place in the port of Dortmund at the company ENVIO Envio Recycling-GmbH & Co. KG (herein after referred to as ENVIO). The company made its money with the disposal of insulating oils and cooling fluids as well as with the sale of copper. It was the biggest PCB-scandal in Germany for 20 years.
On becoming aware of the scandal, the DGB of the Dortmund region supported the workers.
The scandal occured in Germany, North Rhine-Westphalia, in the city of Dortmund. 160 companies and a wide range of mostly industrial sectors are located in the port of Dortmund. The affected area covered the company ENVIO Envio Recycling-GmbH & Co. KG plant, the complete port area and the nearby northern city centre of Dortmund

- in 2004 the company ENVIO Recycling GmbH und Co KG was newly founded by a management buy-out
- in 2010 the company was accused of having contaminated workers, their families, nearby residents and the environment in general; the scandal was made public; the company was closed down; accusations also against the city of Dortmund, Ministries and inspecting authorities; round table meetings and workers' meetings were demanded and introduced by the DGB; the workers and a citizens' Action Committee started to fight for their rights in public
- in 2012 the trial against four former managers began
- in 2014 the decontamination process started; the trial came to an end with almost noone being held responsible

WHY IS IT A GOOD PRACTICE?

The role of the DGB as the initiator and chair of the round table was the most innovative aspect. On the one hand it put them into a good position to take action. Mandated by the Ministries it was possible to organise and foster publicity for the scandal, to organize transparency and to give the floor to affected workers and/or residents, other companies and their works councils at the port. On the other hand the round table consisted of too many stakeholders with too many institutional goals who were hardly interested in finding solutions for the problems of the workers. By chairing the round table the DGB took over/had to take over the position of conducting negotiations between all parties concerned.
The information system ADDIS had been in practice since 1998 (Abfalldeponiedaten-Informationssystem zur Deponieselbstüberwachung) and was substituted by the new system ADDISweb on 3.1.2011. One improvement is the direct access via Internet to the database, which is open to the public.

WHICH WERE THE MAIN PLAYERS INVOLVED?

The Ministries of Labour and of Envirionment of North Rhine-Westphalia and affiliated administrations took the initiative and mandated the former chairman of the DGB Dortmund to organise and chair a round table with official institutions, NGOs, companies and their works councils.
The actual chairwoman of the DGB took part in the round table. The DGB took the initiative for workers meetings, in which 350 (single) workers and citizens took part and discussed with officials. The DGB also saw the need of an ombudsman to support and accompany the special interests of the workers. The DGB was also involved in technical/professional questions of how to refurbish the contaminated area, how to clean it, etc.
After some time the case was submitted to a court and lawers took over.
The port management and DGB initiated and organised two port conferences: one for resolving the situation and one for questions of future development of the port.

WHAT DID THE TRADE UNIONS DO?

Operational goals
The DGB Dortmund supported the workers and a citizens' Action Committee with several activities
The DGB-Dortmund initiated a second round table to mediate between workers and officials
The Government was forced to implement controls dependent on risk and a state-wide anonymous complaint management
The AWO initiated the appointment of an ombudsman responsible for the interests of the ENVIO workers; the ombudsman organised a first aid fund for the workers.

Institutional goals
The DGB initiated and moderated the round tables (together with the consulting company IKU for the round table of officials) The aim was to promote an improved environmental protection and occupational safety and a stronger activation and involvement of works councils in environmental questions
The DGB tried to develop the issues with works councils regarding topics of environmental and occupational health and safety
The DGB developed recommendations in response to the consequences of the scandal, including improved support for victims, increased work safety and environmental protection, particularly for temporary workers, improved government oversight, etc.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

Credibility of the DGB-Dortmund in the region
Transparency of all activities
Participation of all involved parties at the round table

FINAL CONSIDERATIONS

Transparency was achieved and other forms of public communication were developed.
The protective function of unions/DGB in this case was very strong and was organised by introducing and moderating the round table/s; appointment of the ombudsmann, financing of lawyers and organisation of public awareness.
IG BCE and IG Metall were faced with the problem that the company mainly employed contract workers and temporary staff with a high turnover rate and an extremely low rate of organisation within the union (one member of each union); so, strictly speaking, it was not their statutory task; nevertheless, they financed a class-action suit, generally accepting that the situation on the labour market had changed; a specialised lawyer was chosen who was also able to represent the workers politically and in various media formats.
There is a good chance that the port conference will develop medium-term discussions and CSR-activities.

ARVEDI S.P.A., STEEL PRODUCTION – REGION OF LOMBARDY (ITALY)

■ Participatory process that has resulted in the factory doubling in size and the use of environmentally sustainable technologies with international patents in the Cremona factory in Lombardy.

■ The situation of steel production in Italy is a unique one. Traditional factories are going through a severe crisis and are being criticised for their impact on the environment and the health of residents and workers (Taranto, Piombino). The case of Arvedi is particularly significant because it demonstrates that, despite the limitations, a different and environmentally sustainable way of producing steel in Italy is possible. The case-study refers in general to the steel production technologies (secondary steelmaking, without blast furnace), and specifically to the participatory process and to the autonomous and central role of the trade-union in the authorisation and approval (institutional and non-institutional) process of doubling the size of the production plant at Cremona.

The factory features extremely innovative technology and very high levels of environmental protection. The trade union's role has been one of commitment to acting as a link and communicating with the residents, the healthcare authorities and some of the resident committees and environmentalists.

WHY IS IT A GOOD PRACTICE?

■ At the end of the 1980s the company developed a project for a major innovation in steelmaking. This new technology is called ISP (In-line Strip Production), and was then patented by the Arvedi group in the major industrial countries with the aim of building a technically and economically efficient casting and lamination plant, including of small dimensions for flat products in fine coils of a high quality. Using this technology it was possible to develop a new plant for the manufacture of quality flat products with a much more compact layout, which is efficient, manageable, flexible, ergonomic and environmentally compatible due to its smaller dimensions and especially its significantly lower energy consumption. In 2009 construction of the new plant began, based on the Arvedi ESP (Endless Strip Production) technology. This was a direct development of the previous ISP technology with a fundamental innovation: a continuous casting and lamination process.

■ The best practice lies in the production methodologies, involvement of the workers and the gradual process of acceptance by the public of the doubling in size of the factory (using the ESP process) with an active and central role of the trade union and workers' representatives in providing information about the production conditions and environmental impact.

WHICH WERE THE MAIN PLAYERS INVOLVED?

■ Company Management
■ Unitary union representative bodies (RSU)
■ Local Trade Unions

WHAT DID THE TRADE UNIONS DO?

The trade union was in full agreement with the decision to double the size of the Cremona factory. Several stages were jointly managed, including an additional company/trade-union procedure on additional safety regulations for the construction of the new plant, also for contractors and sub-contractors. The trade union's interest was in the positive effects on job creation as well as the added value of the technology innovation in the province of Cremona. With regard to the environmental issues, the trade union fought for the investment also in discussions with a local committee that was vigorously opposing investment in the steelworks in very strong terms and was conducting a disinformation campaign involving the media. The trade union, workers' representatives (over 50% of the company's employees are trade-union members, and this applies also to young people newly hired) and the company worked together with respect for their reciprocal roles on an information campaign that would explain the environmental and employment-related conditions underlying the investment. All of which

took place after a number of meetings with the company management to discuss the environmental and manufacturing issues. The data provided by the company was checked by the trade union and the public bodies (ARPA and AUSL) responsible for the permanent monitoring of emissions. The metalworkers' trade unions organised a trade union meeting at the Sports Centre which was very well attended, involving residents, families, medical authorities and monitoring bodies. The public meeting played a crucial role in affecting public opinion about the factory development.
680 people were hired in a period of crisis. The role of the autonomous, independent trade union has a significance, particularly when taking into consideration the history of industrial relations in the company and the results of a positive dialogue consolidated over the decades.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

One particularly important aspect was the creation of an Arvedi observatory by the Municipality of Cremona when the first plant was built in the 1990s.
When the second, disputed production plant was proposed, the observatory was reinforced. The observatory involves all the municipalities affected, the provincial government of Cremona, all the political parties, the company, trade-union representatives, environmental associations and local committees.
The observatory has played an important role in overcoming a series of disputes (including some appeals to the administrative courts) by the committees, particularly with regard to the construction of the second plant.
There has been a gradual improvement in relations between the players involved, and active cooperation between them, particularly in order to mitigate the objective environmental issues relating to noise pollution (effects that were most noticeable outside the factory).
In addition, the environmental footprint for every ton of steel produced in the plants is measured with considerable attention being paid to social responsibility towards the local area.
The company's initiative to measure the plant's environmental footprint is an interesting one.

FINAL CONSIDERATIONS

Despite its exemplary and exceptionally positive environmental impact and trade-union and local relations there are some critical issues that should be listed in the conclusion.
The Arvedi case is also linked to the charismatic figure of its founder and owner Giovanni Arvedi. There are uncertainties about how the company will be passed on to the next generation.
Another issue is the global crisis that has also affected steel production, so the new plant is not working to capacity, also due to some dumping practises implemented by other manufacturers less sensitive to environmental issues and the quality of the production chain.
Finally, there is the objective problem of noise pollution, which is particularly noticeable outside the plant and still needs to be definitively resolved, as do the health and safety conditions in the company where, despite the extremely high quality of the standards adopted, there are still situations in which it has not been possible to achieve full compliance (viz. the mortal accident in the steelworks in spring 2014).

LUCART – REGION OF TUSCANY (ITALY)

■ Lucart is a company that has been developing technologies to re-use materials in the production of paper; it was the first plant in Italy (and one of the few in Europe) to obtain paper tissues with this process. The company will, political choices and trade union actions in a synergic system allowed Lucart to stay true to its eco-efficiency character, researching new ways to valorize the plant, to confirm its commitment to invest in environmental innovation to improve its performance and to reinforce its links with the territory where it was established.

■ In 2010 Lucart realized the first plant in Italy to treat Tetra Pak. The paper in Tetra Pak package is made of virgin cellulose fiber. Cellule fibers in Tetra Pak are a raw material for producing the final product. Thanks to an innovative process that divides fibers from plastic and aluminum; paper is produced from fibers, where the other materials are used in other industries allowing a productive process respecting the environment.

WHY IS IT A GOOD PRACTICE?

■ The process of development of Lucart has been favored by an array of regional and territorial political choices towards the "productive districts" (territorial concentration of companies of the same sector) sustained by trade union at regional level as well at local level by local trade unions fully utilizing contractual information rights within the single company and training/incentive processes for the workers that could acquire awareness about diminishing impact of production.

■ The philosophy that inspires this good practices is rooted in the company culture of friendship towards the environment and pursuing of business that could improve the relationship between products, processes and environmental sustainability.

■ Another positive factor is the relationship system in place both as concerns the district as well the company: systems of communication and information linked at the first part of contract are valorized; there are also agreements with an environmental content.

WHICH WERE THE MAIN PLAYERS INVOLVED?

■ Lucart
■ Local institutions
■ Environmental committee Diecimo-Valdottavo
■ Trade Union specific (FISTEL), and territorial UST CISL Lucca, USR CISL Regionale Toscana

WHAT DID THE TRADE UNIONS DO?

Labor relation in Lucart are well established and internal agreements reflect the concern for sustainability that characterize the company especially as concerns health and safety on the workplace, saving on water and energy resources, professional training of workers.

Trade union played an important role in constantly informing workers and internal collective bargaining concerned also with environmental indicators translating in competitive advantage for the company and salary increase for workers. Trade unions were involved in external action through initiatives of sensitization (workshops, seminars) realized in the territory, participation to formal public initiatives as (public investigation) or informal ones (participation to citizens committee).

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

Role of internal trade union in constantly informing workers and internal collective bargaining concerned also with environmental indicators translating in competitive advantage for the company and salary increase for workers.

Constant and continuous pursue of common unity of goals among local and regional trade union organizations. External action through initiatives of sensitization (workshops, seminars) realized in the territory, participation to formal public initiatives as (public investigation) or informal ones (participation to citizens committee).

Trade Unions and Lucart found an agreement on the issue of environmental efficiency: environmental indicators became qualifying elements in the internal agreement.

FINAL CONSIDERATIONS

Lucart confirmed its company culture of friendship towards the environment and pursuing of business that could improve the relationship between products, processes and environmental sustainability and the good relationship with the local community.
High quality of formal and informal labor relationship within the company as well link and synergies with territorial trade union and institution.

CREATION OF INCINERATOR – REGION OF TUSCANY (ITALY)

■ Creation of incinerator in Case Passerini in Florence (a plant that produce energy burning waste form Florence Urban area); authorization process and impact on the quality of relationship system.
■ Incinerating waste to produce energy is a system adopted all over Europe. Not all the waste can be recycled and landfill are already reaching the saturation level. In Italy the construction of any incinerator is fraught with difficulties because land fill is the prevailing over the one of using waste to produce energy.

WHY IS IT A GOOD PRACTICE?

■ Both local authorities and the company (Q.tHermo) believed in the utility and efficiency of the project. This is an important step towards Italy updating its system of management and re-use of the waste.
■ Authorization process has been supported by a continuous action by sectorial trade union and national towards the company and institutions.
■ This relationships system was useful to overcome difficulties involving also environmental ngo.

WHICH WERE THE MAIN PLAYERS INVOLVED?

■ Institutional system: Province of Florence in 2000 decided to go past the land fill system, creating an incinerator, it identified a location and launch the process to authorize it.
■ Quadrifoglio is the project main sponsor; it launches a public call for proposal to find a technological partner (Hera) to create together a newco that should build the plant. It stays in contact with institutions and trade unions.
■ HERA and Quadrifoglio established Q.tHermo company. HERA brings to Quadrifoglio technical skills and a set of local supplier already in place.
■ Q.tHermo is the newco; it is in charge of drawing and implementing the whole project; it is legally responsible of any aspect of the project, interacts with institutional players and faces all the technical and legal difficulties.
■ Trade Unions are permanently in touch with the company and the workers and take part to institutional bargaining tables.

WHAT DID THE TRADE UNIONS DO?

Trade Unions have a steady relationship based on the right of information. National trade union took part to institutional bargaining tables to define rules, industrial policy rules and launched autonomous initiatives to mobilize and make efficient the system and workers defense.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

■ The dialogue among institutions and the constant support from trade union have been essential to find reasonable and consistent solution, although in the context of a set of rules ever changing.
■ Participation of citizens and of some environmental ngo.
■ The incinerator of Case Passerini in Florence will have a positive impact on the environment of the area; the employment level of the area will increase during the building and fully operational.
■ The authorization process was long, due to changing in laws, different positions of local and national authorities, technological problems and low approval among the local community.

FINAL CONSIDERATIONS

The system of relationship showed the good quality of the process of nonviolent management of environmental conflict being able to find synergic actions.
The system of relationship allowed to enlighten corporate, environmental, citizenship related aspects that bonded in creating a plant that could respect territory important characteristics also as concerns protected wet areas.

2

Creating new jobs and/or new skills to encourage the “just transition” to a fair and environmentally sustainable economy

RUBBER RECYCLING INDUSTRY – FRANCE

■ Until the early 2000s, the final owners of tyres (garages and auto-centers) chose and paid directly for the collection and recycling of used tyres. These very small collection companies were engaged in fierce competition. Some of these used tyres to maintain sheeting in agriculture (silage grass under plastic cover). Eventually, some collectors were no longer finding sufficient financial margins to justify tyre recycling, which resulted in the establishment of illegal dumps.
■ To face this dangerous situation, the French government introduced the Extended Producer Responsibility and asked all those who introduce new tyres on the French market to finance their collection and recycling upstream (a tax on the purchase, during the sale).
■ In 2003 Bridgestone, Continental, Dunlop, Goodyear, Kleber, Michelin and Pirelli founded Aliapur, a limited company, for the implementation of the Decree on the disposal of used tyres. This system ensures the future of used tyres in France, that is to say, collection from the holders and distributors (garages and auto centres), grouping, sorting and material or energy recovery. Aliapur carries out its mission based on the tonnage of new tyres placed on the market by its customers in the previous year.

WHY IS IT A GOOD PRACTICE?

Before, businesses paid to dispose of their waste, choosing the lowest bidder. This competition had generated the irresponsible behaviour of fly-tipping. Today, waste products from the rubber industry are no longer thrown away by hundreds of thousands tons per year in landfills. They are recycled and reused according to the principles of the circular economy.

WHICH WERE THE MAIN PLAYERS INVOLVED?

■ Companies using rubber in their industrial or manufacturing processes
■ Final owners of tyres
■ Local Authorities
■ CFDT (Trade union organization)
■ Committees of hygiene, safety and working conditions (SHE) of these companies

WHAT DID THE TRADE UNIONS DO?

At the beginning, employees in the sector were not aware of the collection and sorting and the system didn't work perfectly. CFDT, representing more than a quarter of employees in professional elections in the industry, published a question paper and informed employees of waste collection.
Without the intervention of CFDT, within the framework of the social dialogue, the system would doubtless have continued to work badly and many tons of waste would have escaped recycling.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

■ A chain of recycling/recovery has grown up, creating many jobs.
■ A market for the recovery of waste rubber has opened up. Waste recovery may allow companies not only to stop paying to remove waste, but even to make a profit.
■ Employees are better informed and aware of waste collection.

FINAL CONSIDERATIONS

The rubber recycling industry is a successful example of sustainable development.
The result is positive for the planet, for the economy, for businesses, for employment and for employees.
This example shows that the improvements of the environment, the preservation of the planet, are not in contradiction with the real economy. The green economy is a living reality through the many examples of economic, social and environmental achievements.

ECECLI – REGION OF ILE-DE-FRANCE (FRANCE)

■ In the region of Ile-de-France were programmed big investments in infrastructures of transports, buildings and rehabilitations, linked to the new transportation network for Greater Paris ("Grand Paris Project").
■ In the regional planning, there was no anticipation of economic impacts, skills and qualifications needs that these policies would have generated in the region.
■ Few players of the regional training services and of a funding agency training for SMEs shared ideas about the absence of a social part in the regional planning for climate air energy. They regretted this lack such as some labour unions as CFDT. The Regional Development Agency in IDF, SYNDEX, the DIRECCTE IDF had looked for fundings. The idea was to make one positive example of territorial prospective management of jobs and skills that other regions may like to follow and can learn from.
■ On January 1st 2013, 60 stakeholders started discussing the methodology and results of the prospective study in a steering committee led by the DIRECCTE IDF.

WHY IS IT A GOOD PRACTICE?

The anticipation on economic crisis and job opportunities is a better way to succed in building a sustainable development. A study on the perspectives with social and societal dialogue between stakeholders can help to prepare pro-active employment policies.
Every public employment services could initiate social dialogue on the future of jobs, qualifications and skills needs in territories impacted by the "green transition" in order to make it a sustainable development transition not only focus to the growth but also to quality of industrial relations, quality of employment and quality of work.

WHICH WERE THE MAIN PLAYERS INVOLVED?

■ Employers Unions of 5 sectors
■ DIRECCTE IDF (the Regional State representation implementing labour and employment policies on the territory of the Region)
■ Trade Unions (CFDT, CGT, etc.)
■ SYNDEX and FONDATERRA consulting
■ Local institutions
■ Water Agency

WHAT DID THE TRADE UNIONS DO?

Trade Unions were recognized as stakeholders with an effective social dialogue in anticipation of the future of employment, skills and training needs, long before the arrival of a critical turning point.
The CFDT wrote a letter requesting the support of the Ministry to this project and played an important role in finding additional funding for the study.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

■ The study helped Public employment services in the region of IDF to support occupational mobility and improve job placement, including individual accompanying services. This work was helpful for active labour market policies and to support successful job-to-job transitions.
■ The actions defended employment level and quality of jobs in the region of IDF.
■ The study provided a basis for building effective job mediation services in order to help people to find new job opportunities in sectors with high job intensity, most often in green sectors or traditional sectors turning green.
■ Employers could anticipate their needs and optimize the training offer.

FINAL CONSIDERATIONS

Until then, the construction of a EACRS did not reflect a concern for realism approach without any anticipation with regards to employment and training matters. Finally several regions are

now interested in prospective approach that helps the identification of possible changes in skills and qualifications requirements generated by the energy and ecological transition, especially in the context of the crisis and the resurgence of unemployment.
The case shows that the anticipation on economic crisis and job opportunities is a better way to succeed in building a sustainable development. All regions of France could initiate this kind of work (prospective study with social and societal dialogue between stakeholders) with the goal to prepare pro-active employment policies. The Energy Act can invite them to do it when they design their SRCAE.

CLIMATE DISCOURSE NORTH RHINE-WESTPHALIA (KLIMADISKURS NRW)

Social innovation: Klimadiskurs NRW (KD) is an independent network of more than 60 players (local authorities, companies, trade union, environment protection organisations, scientific organisations, church organisations, individuals – no political parties, no federal state government organisations). KD wants to institutionalise the dialogue between relevant players in climate protection policy. It concentrates on conflict issues and tries to overcome the contradictions by engaging the involved parties in a dialogue.
The trade unions are members of the initiative; DGB is a member of the board of the association.

- Geographic, territorial, sectorial localisation

Federal State (NRW). The approach is unique in Germany.

- Period of activity

KD was founded in Oct. 2012.

WHY IS IT A GOOD PRACTICE?

- The vision of KD:
  - Greater efforts in climate protection
  - Intelligent solutions regarding climate change adaptation
  - Sustainable energy supply with due regard to climate protection, securing bio-diversity and social compatibility
  - Responsible use of natural resources
- The aims of KD:
  - Specific and constructive discussions among conflicting parties
  - Institutionalisation of the dialogue
  - Overcoming opposed interests and resume talks regarding specific topics of climate protection (such as energy, heat, mobility, building)
  - Create a network of all relevant players within NRW and initiating new cooperation activities
  - Awareness-raising with regard to climate protection and the necessary adjustment processes
- Tasks:
  - Independent support of the common project “climate protection” in NRW
  - Identifying and addressing (conflicting) key issues of climate protection
  - Initiation of new cooperation and collaborations
  - Specific PR-activities for media, decision makers and the general public
- Service portfolio:
  - Different event formats with changing key subjects
  - One flagship conference every year (2014: key speaker EU commissioner for energy, G. Oettinger)
  - Proactive knowledge transfer between economy, politics and civil society
  - Information supply, like best practices and new approaches referring to the facilitation of climate protection
- Target groups of KD:
  - Responsible players that wish to discuss and advance climate protection within NRW beyond their own immediate sphere of activity
  - Stakeholders from e.g.
  - Companies
  - Trade unions
  - Local authorities
  - NGOs
  - Scientific institutions
  - Churches

WHICH WERE THE MAIN PLAYERS INVOLVED?

Founding members of KD were environment protection organisations (*BUND NRW* [= friends of the earth], *NABU NRW*), a competence network of 120 municipalities involved in sustainability activities (*Landesarbeitsgemeinschaft Agenda 21*), a consumer organisation (*Verbraucherzentrale NRW*) and an institution of the protestant church (*Institut Kirche und Gesellschaft*).

WHAT DID THE TRADE UNIONS DO?

In January 2014, DGB NRW became a member of KD. In the same month the meeting of members elected the DGB representative to the board of the association.
In 2010, DGB NRW and NABU NRW presented a common declaration concerning a new ecological industrial policy, which was a unique activity at that time (unique, because in the "classical" industrial location of NRW, trade unions and environment protection organisations seemed to be antagonists).
In 2012, DGB, the German League for Nature, Animal Protection and Environment (DNR) and initiatives from the protestant church arranged a tremendous "transformation congress" with more than 1.500 participants on a national level. This congress was helpful in making good progress in civil society collaboration.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

No single player is able to deal with climate change. Climate protection is a joint project of the economy, politics and civil society. Problems and contradictions definitely exist but there is also room for manoeuvre for (political) action. The instrument to identify this room for manoeuvre is dialogue. The basis of dialogue is trust.
Some examples of KD-events:

- Financing a climate-friendly public transport system
- The role of brown coal in energy transition
- Acceptance of problems in renewable energy projects (wind energy plants, pumped storage hydro power et al.)
- Effective climate policy from Brussels to Düsseldorf (governance of climate policy)
- The new energy market design

FINAL CONSIDERATIONS

KD has the potential of becoming a dialogue platform for relevant players in NRW: how can we shape a sustainable society? The transition process will create a lot of target conflicts and contradictions of interests. It will be a key question as to whether we create instruments to overcome these conflicts or whether we will fight against each other – creating a few winners and probably a large number of losers.

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CLIMATE PROTECTION PLAN NRW (KLIMASCHUTZPLAN NRW)
How trade unions get involved in the new climate protection policy in NRW

■ The case highlights how trade unions can play a constructive role in a climate protection policy at a federal state level and how they can get involved in social innovations like the participation process of the Climate Protection Plan (CPP).
■ In January 2013 the Parliament of the German federal state North-Rhine-Westphalia passed the Climate Protection Act, the first law in Germany that sets concrete climate protection goals. Greenhouse gas emissions should be reduced by at least 25% by 2020, and by at least 80% by 2050 (vs. 1990).
■ By now, these targets are being developed in a very broad participation process, the Climate Protection Plan (CPP). The CPP will serve as a road map outlining the measures needed to reach the ambitious climate protection targets. The trade unions are involved in the CPP and have developed own suggestions for concrete measures.
■ The case is located in Germany, Federal State North Rhine-Westphalia, all sectors in 2013/2014.

WHY IS IT A GOOD PRACTICE?

Trade unions have an interest to shift the focus of the discussion about cost reduction in the companies from labour costs to energy and resources. Evidence shows: if employees are systematically and intensively involved in energy efficiency processes on the shop floor, the analysis of working processes and the results can be improved.
The logic of the suggested project fits into the "better not cheaper"-approach of the IG Metall NRW that began in 2004. The basic idea is that we "can't beat Beijing on price". We need to have a competitive advantage through quality if we want to continue to keep jobs and income in the future. In order to reach these goals, the trade unions demand personnel development, worker participation, good work organisation, and investments in R&D in the companies. From this point of view, green issues such as an improved resource efficiency can be seen as an innovation project to increase competitiveness and to increase job security.
Although the "philosophy" has a strong industrial policy bias, it is not one-dimensional. Other key words – that cannot be outlined in detail here – include:
■ level of society: transformation to a sustainable society,
■ level of economy: combining ecological change, more and better jobs, and competitiveness
■ level of industrial relations: union revitalisation,
■ level of trade unions: capacity building and diffusing the practice of proactive codetermination,
■ level of the company: activation of working people as "work experts".
The project wants to
■ stop waste of resources and energy (43% of production costs);
■ create consciousness in the workforce
■ create transparency (what is going on in my company regarding resource efficiency)
■ create facts and figures about the recent status
■ involve employees
■ create links for work councils action
■ increase knowledge about instruments and how to use them.

WHICH WERE THE MAIN PLAYERS INVOLVED?

Government of NRW, more than 400 experts from the private sector, industry, energy sector, trade associations, local associations, chambers associations, employer organisations, trade unions, environment protection organisations, academia, organisations of the churches, consumer organisations and many other players from civil society.
Broad participation process. Very intensive cooperation in regulating committee, working groups and sub-working groups over a period of two years. The working groups proposed more than 360 climate change mitigation and adaptation measures.

WHAT DID THE TRADE UNIONS DO?

Trade unions propose a project to combine the strengths of work-oriented consultants from the trade unions with technology oriented consultants of a government agency in the field of resource efficiency.
Approach: in the past, activities of the government agency (EFA) and of the trade union agency (TBS, *Technologieberatungsstelle NRW*) concerning resource efficiency were separated. EFA had contact to the management, TBS had contact to works councils and trade unions. The new approach wants to combine both activities.
The way to combine them is to integrate a "participation tool" in the established approach of EFA that complies with German industry standards (VDI-Norm 4075). This approach was already used in several hundred establishments in different branches such as the textile industry, food industry, chemical industry, paper industry, etc.
At the same time, isolated trade union projects showed a lack of continuity in the past.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

- The participation of SMEs is voluntary, not subject to collective bargaining.
- As far as we know, there are no plans to include the project approach into formal collective bargaining processes, neither by employers nor by the unions.
- A formal instrument to place resource efficiency on the agenda on the company level is the works council constitution act (*Betriebsverfassungsgesetz*). § 80,1 No.8 and § 92a BetrVG provide the WC with rights for information, for suggestions and for the opportunity to discuss these suggestions with the employer.
- In some companies the topic of resource efficiency is part of CSR processes.

FINAL CONSIDERATIONS

It was politically important that trade unions participated in the CPP with a TU specific, convincing suggestion. The project suggestion "resource efficiency by workers participation" already proved successful in this regard.
The next step is to finalise the project funding and to start the project in early 2015.

ELECTRICITY PLANT IN SARMATO – PROVINCE OF PIACENZA (ITALY)

■ The electricity plant of Sarmato is located in the region of Emilia Romagna.
■ During the production crisis at the Edison Plant in Sarmato (Piacenza), against the backdrop of a more general crisis in the Italian thermoelectric production sector, where there is a problem of overcapacity in light of reduced demand for electricity, 15 employees were put on the temporary redundancy scheme for the period beginning 1st April 2013-31st March 2014. The aim was to transfer the staff to other sites/units within the Edison Group.

WHY IS IT A GOOD PRACTICE?

The case is related with a process of recovery and recognition of the value of the professional skills of Edison staff on redundancy schemes through a training programme to retrain and re-employ workers in activities with high environmental value (decommissioning and management of radioactive waste) in Sogin.
The Province of Piacenza invited local trade unions and any companies in the electricity sector in the area to a joint dialogue in order to examine the possibility of maintaining local employment rates and avoiding the loss of professional skills which staff working at the Edison plant had developed to other areas.
Sogin displayed an interest in assessing whether the professional profiles of the Edison plant workers were compatible with their own resource needs as according to their plan for 2013-2016.
The Province of Piacenza mobilised to promote active labour policies via the "First Public Notice Appealing for Funds - 2013" Action 7, to fund training activities for staff retraining via a specific announcement, with the aim of consolidating and broadening opportunities for workers previously employed in companies affected by the crisis to reskill and receive up-to-date training.
The training programme included 470 hours of technical training, 130 of which were devoted to customised on-the-job activities shadowing expert staff already working in Sogin. At the end of the training programme, people involved were taken on by Sogin.

WHICH WERE THE MAIN PLAYERS INVOLVED?

■ National trade unions: FLAEI-CISL, FILCTEM-CGIL, UILTEC-UIL
■ Local trade unions: FLAEI-CISL, FILCTEM-CGIL, UILTEC-UIL
■ Edison S.p.A.
■ Province of Piacenza

WHAT DID THE TRADE UNIONS DO?

Following the call of Province of Piacenza, Trade Unions participated to a joint dialogue in order to examine the possibility of maintaining local employment rates and avoiding the loss of professional skills which staff working at the Edison plant had developed to other areas.
The negotiation process involved the local trade union branches of FLAEI, FILCTEM and UILTEC for the Province of Piacenza.
The training programme took place at the Sogin Italian School of Radiation Protection, Safety and Environment, in Caorso (Province of Piacenza).

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

■ Edison S.p.A.: Voluntary redundancy incentives and facilitating the workers' participation in the training programme.
■ Sogin S.p.A.: Willingness to re-employ the Edison staff in activities pertaining to decommissioning and management of radioactive waste after completing a training programme at the Italian School of Radiation Protection, Safety and Environment, in Caorso (Province of Piacenza).
■ Province of Piacenza: including the professional retraining project as part of the "First Public Notice Appealing for Funds - 2013" Action 7, to fund training activities for staff retraining

via a specific announcement, with the aim of consolidating and broadening opportunities for workers previously employed in companies affected by the crisis to reskill and receive up-to-date training.
■ Municipality of Sarmato (Province of Piacenza): assessing the consequences for employment in the local area.
■ Local trade union agreement concluded with Edison on 27th June 2013.
■ Local trade union agreement concluded with Sogin on 28th June 2013.
■ National protocol for the application of the national collective labour agreement of 18th February 2013 to staff on temporary redundancy schemes or made redundant from thermo-electric plants from July 2013.

FINAL CONSIDERATIONS

The training programme organised by Sogin was developed based on the national protocol for the application of the national collective labour agreement of 18th February 2013 to staff on the extraordinary redundancy scheme and made redundant from thermo-electric plants from July 2013.
The results of the training programme were considered in the evaluation of the activity. The outcome was positive for all employees involved.

"TOWARDS A 'NEW INDUSTRIALISATION' OF AND FOR THE METAL INDUSTRY. CIRCULAR ECONOMY IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT"

In the context of its statutory congress held autumn 2013, ABVV Metaal in Flanders aimed to conduct thinking on the future of the industry (and of metal) in Flanders and in Belgium as part of an approach for sustainable development.
It went into concepts such as the circular economy, disconnecting, internalisation of external costs, lifecycle, SWOT analysis, backcasting, etc.
The issues at stake (and hence the context) of this thinking includes aspects such as the growth of the world population and, in Belgium and Flanders, the increase of the middle classes, urbanisation, greater demand for energy, raw materials, water and foodstuffs and the questions of security of supply associated with them...
On the subject of security of supply, the study highlights the fact that reserves of some 4 rare metals will be exhausted in the very short term (2015), with a further 4 running out in the medium term (2020).
The social issues relate to dozens of companies employing thousands of workers.
The social issues relate to dozens of companies employing thousands of workers.
In practical terms, these thoughts are intended to consider this sector in terms of circular economy in an approach for achieving sustainable development. Our country is part of an economy that is organised (almost in its entirety) on the continent of Europe, from the Urals to Gibraltar. Flows to and from the countries of the South will (and must) be increasingly limited. The system of production and consumption will have to develop and operate in the context of this circular economy.
By way of an example, it gives the Ford assembly plant in Genk, which will close in 2014 and turn itself "upside down" by dismantling decommissioned cars in order to recover (rare) materials.
"Systemic innovation": innovation is often used as a magic word in thoughts about competiveness, although innovation, by definition, does not provide product or services that are socially better, because they are not (sufficiently) controlled in terms of the criteria of sustainable development. Innovation also needs to go further. In fact it involves systemic innovation that satisfies the needs of society at all times, albeit in a totally different way.

To read the complete interview with Bernard Mazijn, Professor in Ghent:
http://www.centrostudi.cisl.it/progetti-europei/30-vs-2013-0405-industrial-relations-for-a-green-economy.html

3

Production of goods or services (for external markets), with a specific “green” connotation which makes them more valuable and competitive

GREEN TOURISM, CHALKIDIKI – REGION OF MACEDONIA (GREECE)

■ Chalkidiki is a region of Macedonia and forms the geographical edge of Central Macedonia in the Aegean Sea; Chalkidiki is divided in the Chalkidiki division with Polygyros as its capital, which is located in the geographic middle of the division and has about 11.000 inhabitants; and in the autonomous monastic state of Mount Athos with Karyes as its administrative center.
■ The best practice concerns in the preparation for and the certification of some tourist accommodation facilities in Chalkidiki with the EU EcoLabel.

WHY IS IT A GOOD PRACTICE?

The reason this case study was selected was the fact that leads the way and sets an example for tourism which covers a wide part of the Greek economy to produce Green tourist services aiming both external and internal markets. In addition, the case was selected because of the trade union's role in the transformation procedure. ShMILE 2 project *"from experimentation to dissemination of the EcoLabel in the Mediterranean"*, a European project with primary objective to contribute to sustainable development and to the reduction of environmental impact in the Mediterranean Basin through the promotion of sustainable tourism, was a tool for the preparation of tourist units towards EU Ecolabel award. Actors from six (6) countries participated in the project: France, Greece, Italy, Egypt, Tunisia and Jordan.

WHICH WERE THE MAIN PLAYERS INVOLVED?

■ Chalkidiki Hotel Association.
■ Institute of Tourism Development of Macedonia (I.T.A.M.): an institute of vocational training which was founded by the Chalkidiki hotel association and for this project plays the part of training and informing tourism professionals to participate.
■ The Region of Central Macedonia (Chalkidiki division).
■ Alpha MENTOR ltd (consulting firm), coordination of the project.
■ Trade union: GSEE's (Greek General Confederation of Labor) representative member of the Competent body awarding the EU Ecolabel having an advisory role.

WHAT DID THE TRADE UNIONS DO?

The GSEE has played since the very beginning, early in the '90's when the EU regulation of Ecolabel came into force, a very active role as a member of the Competent body awarding the EU Ecolabel, which operates under the umbrella of the Ministry of Environment, Energy and Climate Change.
In the Greek Competent Body for EU Ecolabel participate also employer's organization (SEB), relevant ministries representatives, NGO's. It is a consultative body of the relevant stakeholders to environmental certification. Since 2003 when criteria for tourist accommodations were introduced, GSEE' s representative participates constantly in seminars of information, raising awareness and training in EU Ecolabel awarding. The initiative of Tourism Development of Macedonia (I.T.A.M.) described in the present case study was an opportunity to promote EU Ecolabel and to exchange experiences with other countries from Mediterranean Region, and that's why GSEE supported it.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

■ The best practice is realised through training of the tourism professionals by experts and through the renovation of their buildings and the total renewal of their businesses using EU funding as a tool.
■ The main ends of the intervention are:
  ■ To support tourism professionals, in particular tourist accommodation services and to help them to reach new markets for the future: sustainable tourism.
  ■ To develop a regional cooperation between Southern and Northern Mediterranean countries to ensure a sustainable development of the tourism sector and strengthen political and economic links.

- To ensure environmental sustainability (sustainability) of the first economic sector in the partner regions.

FINAL CONSIDERATIONS

- The certification of a tourist facility with the EU EcoLabel is a green policy award that can be used to control activities of a tourism unit, such as the energy flows and the quality of provided services, and to optimize the quality of the provided services. The
- EU EcoLabel, itself provides a comparative advantage for tourism businesses that acquire it at the level of approaching customers, promotion and advertising.
- The EU EcoLabel offers increased flow of customers mainly from "advanced" countries and of higher educational level, who consider environmental awareness of a tourism businesses to be more important and are not restricted only to a lowest-price research, regardless of the quality of services offered, since they are seeking at a tourist facility what they choose in their everyday lives. However, many times, a targeted add per country is required in order for the needs of approaching the customers to be met.
- The process of alignment with the requirements of the EU EcoLabel is tedious, costly and unmanageable since there is a lack of a clear description of the procedure but the required changes-requirements lengthen the life span of the business. In practice, however, despite the fact that the certification targets tourist accommodation establishments in general, regardless of their size, the benefits of the program can be reaped by larger companies with availability of resources for external support.
- Green tourism can provide with jobs in fields of the economy that relate, on the one hand, with tourist industry itself and on the other with the process of the certification with the EU Eco-Label, such as energy and waste management, renewable energies, etc., but can also revitalize fields facing serious problem at the time such as the construction sector (through building renovations, etc.), livestock, fish farming, and other fields peripheral to tourism, through synergies. It will also help the specialization and training of personnel in the tourism sector, since these new procedures require training. It is for this reason, after all, that within the ShMILE 2 project, training seminars were organized for tourism staff and professionals.
- The current legal framework needs to be improved as it is largely suspensory.
- There are many and promising prospects for green tourism as the markets are increasingly looking for environmentally certified groups; this fact combined with factors such as legislative pressures towards adopting green economy practices.
- Competitive advantages derived by the implementation of such practices by a business but, on the other hand, the capability or not of the businesses to follow these trends, leads to an overall positive component. These prospects are:
  - More and more tourist units to be certified with the EU EcoLabel throughout Greece,
  - More and targeted advertising and promotion to be claimed,
  - Efforts to be made so as goods of the primary and secondary sectors of the economy to be added in the tertiary sector of tourism, therefore creating links between more jobs and thus: increasing family income, increasing GDP, reducing unemployment and targeting specialization,
  - Larger piece of the tourist market to be claimed,
  - To build on the results of the project and disseminate them nationwide,
  - To use expertise from third countries,
  - Specifically in Chalkidiki region, organization of strategic planning of promotion that illustrates awards and certifications (UNESCO, NATURA 2000, BLUE FLAGS, GREEK BREAKFAST, etc.).

STAVROS NIARCHOS FOUNDATION CULTURAL CENTER (SNFCC), ATTICA REGION, (GREECE)

■ The construction site of SNFCC is located at Kallithea, 4.5km south of the center of Athens, on the edge of the Faliro bay in the region of Attica.
■ The Stavros Niarchos Foundation by funding the SNFCC aims to provide the country and the city with the new institutional foundations it needs to move forward and with a framework for the future. Education, culture and sustainability, the SNFCC's three main elements, are essential requirements in enhancing the potential of the city and its people and placing them within a twenty first century global context.

WHY IS IT A GOOD PRACTICE?

The present case study was selected because it represents a green reconversion in construction which passes along "a green knowhow". The best practice concerns the construction and complete outfitting of the new facilities of the National Library of Greece (NLG) and the Greek National Opera (GNO), as well as the creation of the 170,000m² Stavros Niarchos Park. The project is being executed in accordance with the Greek and European legislation and regulations, adhering to strict technical and environmental standards, including the LEED certification program. At the same time, strict quality control procedures are being followed, both as far as the selection of materials is concerned as well as the construction methods used for their implementation and incorporation into the project. All in all, it is a construction project of a very large scale which sets the bar in environmental awareness.

WHICH WERE THE MAIN PLAYERS INVOLVED?

■ Stavros Niarchos Foundation: *funding*
■ Renzo Piano Building Workshop: *architectural planning*
■ Salini-Impregilo-TERNA joint venture: *construction*

WHAT DID THE TRADE UNIONS DO?

Despite the fact that there isn't any direct involvement of the trade union to this case study, we considered that it was worthy to be presented in order to show the need for the trade unions to get involved in the cases where a project of a very large scale with high control standards and environmental awareness is under construction. Rather they should demand of such working conditions and standards. This does not happened so far, but it is a legacy for the future.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

■ The entire process of project implementation (design, award, construction and initial operation) has to follow strict rules of absolute transparency, collaboration, efficiency and commitment by all participants SNF, Grantee, designers, consultants and contractors.
■ The project is being executed in accordance with the Greek and European legislation and regulations, adhering to strict technical and environmental standards, including the LEED certification program. At the same time, strict quality control procedures are being followed, both as far as the selection of materials is concerned as well as the construction methods used for their implementation and incorporation into the project.

FINAL CONSIDERATIONS

The initiative aims and achieves (effectiveness) in a very large scale to promote sustainability in the construction sector, as well as to set an example on new techniques in architectural planning, energy management and cost saving during a buildings life in Greece.
The SNFCC is a jewel for the city and its residents. It uses most available technology in saving energy and environmental protection in general and it sets an example for constructions of this scale and of a smaller, on how modern buildings should be.
The project is being evaluated throughout the construction in order to achieve the platinum certification by the LEED program.

VOLKSWAGEN SALZGITTER: BLOCK HEAT AND POWER PLANT – BHKW

Since 1970, VW Salzgitter produces automotive motors for several VW production lines. In the mid 1990's VW opened new plants in Eastern Europe and the pressure on (older) plants in the western part of Germany increased.
Since the 1980s, IG Metall of the region (VW Wolfsburg and Salzgitter) set up a coordination site to fight the high rate of unemployment in the region.
The staff was halved (from 10.000 to approx. 5.000) during the oil-crises in the 1970s
Many new engine production plants for were built in the 1990s – increased competition within the company.
Crises in automobile industry in 1992/3.
Serious economic problems in 2006, confirmed by an IG Metall consulting company, company agreement regarding BHKW.
In addition to engines for cars and, furthermore, to protect jobs at the VW Salzgitter plant, the works council (98% of whose members are also members of IG Metall) and IG Metall were the drivers to develop and produce complete block heat and power plants (Blockheizkraftwerke BHKW) based on an already produced engine in their plant at Salzgitter. The idea for this project was developed in an IG Metall/works council engineer working group. It took 13 years until the first BHKW was presented to the public. (It was a development similar to that of Honda).
The case is located in Germany / Lower Saxony / Salzgitter / VW Salzgitter (automobile industry / engine production).
First idea and start of implementation in 1995 by IG Metall Salzgitter-Peine/VW works council.
First BHKW presented in 2008; Production to this day.

WHY IS IT A GOOD PRACTICE?

IG Metall and works council developed the idea of new products (applications to standard products), they promoted this idea, which became accepted, resulting in the creation of new jobs. The region is very mono-structured (automobile industry and component suppliers) – this new production line is a step towards diversification.
The BHKW contributes to the Energiewende on a regional level due to its high efficiency of 95% and low emissions of the gas engine; the BHKW can be installed in entire residential areas.
Sustainable energy production because BHKWs are used at VW plants for energy production; Production and work organisation suitable for older workers (contribution to demographic solutions).

WHICH WERE THE MAIN PLAYERS INVOLVED?

IG Metall, who
- was very well organised in regional political and economical networks
- started political discussions about diversification in the region
- negotiated a collective agreement to set up two innovation funds, including 20 m./year for the development of innovative ideas for the entire VW company (i.e. all the German VW plants) and especially for a feasibility study concerning BHKWs at the VW Salzgitter plant.

Works council VW Salzgitter (with 98% IG Metall membership)
- claimed an innovation plan and the setup of an own technical development department at the Salzgitter plant and effectively supported the search for alternative products
- started to organise symposia about the future of this industrial location (Standortsymposien)
- Universities/scientists were included e.g. for a feasibility study.

WHAT DID THE TRADE UNIONS DO?

IG Metall and works council developed the idea of new products (applications to standard products), they promoted this idea, which became accepted, resulting in the creation of new jobs.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

All participating parties accumulated knowledge regarding the diversification of products and

energy production; Innovation fund I was created amongst others to develop existing core competencies; Innovation fund II was implemented amongst others to develop new fields of businesses along with the automobile value added chain.
Negotiation of such long-term change processes.

FINAL CONSIDERATIONS

VW Salzgitter is a good example for the cooperation of IG Metall, works council, management and region; for a long-term negotiation process; for the development of new products.

SOLIDARITY SHOPPING AND WASTE-AVOIDING OFFICE

By shopping responsibly the members of IG BAU can exercise solidarity with a proper regard for labour AND environment. When making a purchase, decisions are made regarding materials, quality, origin, standards of manufacturing and production, i.e. regarding the worldwide working and living conditions at the place of production and regarding the impact of production on climate and environment. IG BAU tries to develop a sustainable shopping behaviour and implement it in its own institutions.
The Shopping Solidarity project of the PECO Institute advises the IG Bauen-Agrar-Umwelt (IG BAU) on (office) supplies. With this project, the purchases of IG BAU took social and environmental criteria and preferably to fair trade products into consideration. Thus, the IG BAU shows a strong commitment for sustainable business. A manual is provided, explaining the concept of Solidarity Shopping to union branches.
IG BAU facilities analyse their entire work operations, complying them with environmental and social criteria. They reduce waste, save energy, use office materials economically and create a work atmosphere in which employees feel comfortable. For this, the project created the so-called “Eco-Social Office Check” and made this list available to all IG BAU facilities.
In Germany, nine offices as pre-tests, especially in North Rhine-Westphalia, the model office in Bielefeld.
Forerunner projects since 2005, ecological building in Munich, since 2008 all offices are supplied with energy by Greenpeace Energy, since 2009 fair traded coffee; houses of PRO were energetically renovated and equipped with photovoltaics.
Project of Peco-Institut 10/2010-9/2013.
IG BAU: since 2010-ongoing.

WHY IS IT A GOOD PRACTICE?

In Munich, the IG BAU is present for its members in an ecologically built house since 2005. The building is insulated and the materials used for the interior as well as the installations in the front yard have been selected according to ecological criteria. In 2011, IG BAU opened a “green model office” in Bielefeld, in which all office operations and purchases are sustainably conducted. Employees buy sustainably, reduce waste, save resources, and their workstations are set up in a way that makes them feel comfortable.
The central institutions of the IG BAU continuously add more sustainable products to the catalogue from which IG BAU facilities obtain their office materials and promotional products. In the future, the IG BAU plans to conduct employee seminars on sustainable purchasing.
The project has recently been awarded within the “UN-Decade- Education for sustainability” as one of the projects for 2014.
The project “Solidarity Shopping” initiated concrete changes in the IG BAU procurement. Whether pens, flyers or T-shirts, the IG BAU considers social and environmental criteria when purchasing action and promotional materials.

WHICH WERE THE MAIN PLAYERS INVOLVED?

The IG Bauen-Agrar-Umwelt in North Rhine-Westphalia represents about 300,000 people in the sectors of construction, building materials, landscaping, agriculture, forestry and industrial and commercial cleaning. With their district unions and their member offices, the IG BAU is located nationwide. Here, members are provided with the relevant applicable collective agreements and accurate tariff information. Colleagues in the district unions function as contact persons in all matters relating to working life and a membership in the IG BAU.
Peco-Institut e.V. as the central promotor of the project, working as adviser for IG BAU.

WHAT DID THE TRADE UNIONS DO?

IG BAU
with its national board, which decided to take an active role in creating an example on a membership level;

with its board in Eastern Westphalia/Lippe, which decided to be the first to participate in the project;
the staff of the office in Bielefeld who were keen to participate in the project and who had to be trained in a first step
Peco-Institute as advisors and trainers

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

Six million union members in Germany represent a substantial consumer market. In its role as an environmental union the IG BAU (Construction, Agriculture, and Environment Union) wants to set an example at the membership level and encourage shopping around the world, which involves a proper regard for labour and the environment. Initial approaches were brought into play before the beginning of the project, but not all options were exhausted by a long shot. The action “Shopping Solidarity” therefore aims at supporting efficient, sustainable trade by the IG BAU.

FINAL CONSIDERATIONS

At the end of the project the IG BAU decided to take over Solidarity Shopping as one of its missions and to encourage all institutions and departments of the federal executive management to organise the next steps.
Last but not least, the counsellors and guides are able to describe the new prospective way, the way the offices and facilities have to be changed.
In summary it can be said that office workers have made their way to try and implement the goals. By discussing and planning the issues, awareness for sustainability has been raised. Furthermore, office workers transfer the idea of sustainability to their private lives and put it into practice.
The project can be seen as an impulse and is now continued within the organisation by colleagues who take a particular interest in the matter.

CONTITECH PLANT VAHRENWALD, HANNOVER

Contitech is a successful, highly innovative company in the rubber and synthetic materials industry. An important driver for innovation is sustainability. What makes this case special is the cooperative corporate culture, leading to a strong involvement of employees in the innovation process and many company agreements.
CT is a multinational company, 30.000 employees. The global headquarters are based in Hannover. The plant IG BCE: Vahrenwald is the most profitable plant of the company (1.900 employees).
Contitech is a division of the Continental group, the innovation and technology leader for rubber and synthetic materials. Plant Vahrenwald: power transmission, air cushion, mainly for the automotive industry and the major OEMs such as VW and Daimler.
CT is part of the chemical industry.
The interview with a works council and the head of the r&d-department mainly covers the period following the crisis of 2008.
Federal State (NRW). The approach is unique in Germany.

WHY IS IT A GOOD PRACTICE?

The case is not constituted by a single initiative or project, but by a whole bunch of activities that form the special corporate culture of CT in the area of sustainability and innovation.
Main elements (focus plant Vahrenwald):
- Company agreement CIP (continuous improvement process): management of ideas.
- "Contitech Day": promoting exchange and communication among employees (esp. production workers and engineers from the r&d department).
- Company agreement "People in Teams" *("Menschen im Team")*: participation of workers in the innovation process, suggestions for improvements, rules for bonuses); regular meetings of supervisors/engineers with work teams (Production); additional annual personnel talks with production workers.
- Result: more than 3.800 suggestions for improvements per year. Most of them aim at improved sustainability.
- Sustainability: company-wide "Green Value" concept, code of behaviour for all employees.
- Environment committee at plant level: members of management and works council. plan for the next years: introduction of a benchmark system for energy efficiency, resource efficiency, green gas emissions, recycling, etc.
- Demographic change: Age adequate workplace design, preventive involvement of workers in the design of new manufacturing cells. Motivation: relatively high average age. In a few years, more than 505 of the workforce will be older than 50 years. Support of the capacity for innovation (non-technical elements) like further training, health and safety, special offers against mental stress.

"Green" activities are not new for CT, plant Vahrenwald. In a period of years energy consumption could be halved.
Examples for "green product innovations" (CT, plant Vahrenwald):
- A transmission belt for engines, made of renewable material (= more energy-efficient, reducing gas consumption in cars).
- Continuous research on "green materials" to avoid environmentally unfriendly materials.

Production with less consumption of solvents.

WHICH WERE THE MAIN PLAYERS INVOLVED?

Bargaining dynamic (focus plant Vahrenwald): constructive relationship between WC and management.
Role of works council:
- it is helpful that members of the r&d-department are also members of WC.

WHAT DID THE TRADE UNIONS DO?

Role of trade union:

- support of further training of works councils
- support of inter-firm exchange of works councils
- GIBUCI network (organisation for the information of works councils about environment protection in the chemical industry): founded in 1987 by the social partners of the chemical industry (IG BCE and BAVC). Organisation of seminars, conferences for works councils and management members; dialogue with representatives from economy, politics and society. Aim: development of the chemical industry with a green perspective.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

Improving innovation capacity – esp. for green products – is a win-win situation for the management, the works council and the employees.

FINAL CONSIDERATIONS

Contitech is a good example for the combination of constructive industrial relations, green product innovation and workers' involvement.

ALMAVIVA GREEN PROJECT, ICT SECTOR – REGION OF LAZIO (ITALY)

■ The site of Almaviva Spa (IT Division) is located in the region of Lazio.
■ The project is the result of an original trade union proposal made by the Almaviva Spa unitary union representative bodies (RSU) and presented to the management during a decentralised bargaining session in 2009. The project has three spheres of action.

1. Actions to reduce the company's consumption and environmental impact.
2. Actions to improve energy efficiency and optimise production standards.
3. Actions to innovate Almaviva's commercial offering with new "green" products.

■ The project resulted in a corporate agreement which was signed in 2009 and confirmed in 2011. It also confirmed the awarding of a variable annual salary bonus linked to the achievement of energy saving and energy efficiency objectives.

WHY IS IT A GOOD PRACTICE?

The most interesting aspect of this project is that it is an initiative that started from the grass roots, from an idea of a group of company representatives who realised that negotiations had reached an *impasse*, given the crisis on the market and consequent recourse to temporary layoffs (CIGS), and decided the raise their game and commit themselves to designing solutions while looking to the future of the company, and not only to the short-term impact of the crisis on the employees involved.
The project is in fact the result of a true convergence of interests between the management and trade union representatives, who have succeeded in agreeing on common medium-term objectives, with environmental matters as the practical convergence issue.
As well as the indisputable results achieved, the setting up of the Green Team is extremely important for the purpose of our study. The team is a mixed trade union and company organisation that coordinates and develops the various areas of activity covered by the project. The project was considered one of the 20 best projects in Italy by environmental organisation Legambiente (2013 Environmentally Friendly Innovation Award - Premio Innovazione Amica 2013).

WHICH WERE THE MAIN PLAYERS INVOLVED?

The main people involved in the project are the Almaviva Spa RSU delegates and the company's Human Resources department, who agreed the original project and set up the Green Team.
The RSU was also assisted by the provincial and national offices of the three trade unions involved (FIM CISL, FIOM CGIL e UILM UIL), and consulted an economist with expertise in environmental matters (Alberto Castagnola) in the early stages of the project.

WHAT DID THE TRADE UNIONS DO?

During renewal of the complementary corporate agreement (complementary to the CCNL), negotiations stalled due to the company having insufficient economic means to meet the financial demands of the company RSU.
The RSU was aware of the effective financial difficulties the company was facing due to the international crisis, but had to continue to provide strong support to the workers as it had done since the end of the 1970s. The RSU therefore suggested that the resources to renew the salary component of the corporate agreement could be found by improving the energy efficiency of the company processes. The RSU's proposal was met favourably by the company management, which had already begun working on its own environmental sustainability strategy. The developments in the talks led to the signature of the trade-union/company agreement on 3 July 2009 and development of the Almaviva Green project. The project is still running.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

The project has developed three areas of action and shared commitment:
■ Almaviva Green Company (Almaviva azienda green): The implementation of individual and collective models of conduct, together with organisational, plant management and logistics

actions to reduce the consumption and environmental impact of the company's activities. Achieving these objectives has also meant the payment of a variable annual salary bonus to all employees, thanks to the agreement reached with the trade union.

■ Almaviva for Environmentally Sustainable IT (Almaviva per l'informatica ecosostenibile): The design and production of IT systems and services according to energy efficiency principles in order to optimise production standards. This involved intensive cooperation between the trade union and the company in jointly organising the internal work.

■ Almaviva IT Solutions for the Environment (Almaviva soluzioni IT per l'ambiente): The capitalisation and further development of the company's experiences and competencies in order to innovate Almaviva's commercial offering with new products/services in the field of environmental technologies. The project in fact led to the development of a new product/service offered on the market by Almaviva called SEM (Smart Energy Management), an IT platform based on Business Intelligence solutions and accessible via the Internet, that monitors, analyses and rationalises the energy consumption of an entire building (the first of which was the Almaviva headquarters) or entire business park or building complex.

■ Other results that can be attributed to the project include the important achievement of ISO 14001 certification (in May 2010), thanks to the Environmental Management System (SGA) that has been applied to all the company processes, in order to ensure the prevention and reduction of the environmental impact of the company's activities; the upgrading of the company Ethical Code to take into account the principles of environmental sustainability; the payment of a salary bonus to all employees involved which, regarding the part relating to environmental targets, considerably exceeded initial expectations. Furthermore, the overall reduction in consumption enabled Almaviva to acquire 38,000 energy certificates.

FINAL CONSIDERATIONS

This project consists of many different aspects and activities. It has developed in various areas and led to many extremely interesting outcomes. For the purposes of our study, the most promising result is undoubtedly the "qualitative leap" in Industrial Relations, which has been recognised in interviews with both company management and trade union representatives. The case shows that there has been a shift away from a demand-based approach towards authentic "participation", which has resulted in procedures, places and permanent discussion opportunities based on shared objectives and responsibilities in order to improve employees' quality of life, the company environment and company performance together.

If we look at the Almaviva Green experience from the point of view of Industrial Relations, the most interesting aspect is that the project, initially perceived by most employees as a way of restarting negotiations between the trade union and the company (and perhaps obtain a salary increase even at a time of crisis in the economy and the market), has consolidated and in time become a significant operation of raising awareness about environmental issues.

This transformation is also down to the strong "visibility" that the RSU has managed to give the project, and the tangible results achieved in a short timeframe.

Another powerful contribution to the success of the initiative has been the solid unitary spirit that has developed in internal relations between the delegates of the three organisations FIM, FIOM and UILM, despite their political and strategic differences.

As Mr. Capelli (New Business Project Manager) has said, after a short period of getting up and running and getting to know the other team members, the Green Team has now developed a horizontal form of cooperation, without distinction between management and employee representatives. This too has helped to raise the "quality" level of the entire Industrial Relations system. The environmental issue was therefore a useful tool that has allowed an interesting expansion of the issues being dealt with in the negotiations with the trade union: the objective of improving the energy efficiency of operations in fact also allowed a parallel analysis of how the internal work was organised, which has always been a crucial issue in better industrial relations within the company.

Due to its modular structure (behaviour, procedures, system and logistics management, organisation, production and market), the Almaviva experience is suitable for reproduction, in

terms of both production and trade unions relations, also in different contexts. The RSU is therefore very active in the participation, planning and provision of training courses for trade union delegates (especially CISL and CGIL) and in participation in initiatives, conferences and meetings where the experience can be shared.

GENERAL BEVERAGE – REGION OF TUSCANY (ITALY)

The italian company General Beverage supplied the system of fountain or “free beverage”, which is a system of free distribution of beverages and microfiltered water in catering locations such as canteens, restaurants and self-services. The system is implemented installing specific machinery where the costumers can freely help themselves with the beverage of their choice (waters, cold drinks, hot drinks, semi-fluid drinks) in the desidered quantity. A single glass, usually re-usable, picked up from the line is used in the operation.
The introduction of free beverage system allows the elimination of plastic wrapping, drastic reduction of goods transportation, reduction of vassels (bottles and cans) and consequently the reduction of waste.
The case describes the introduction of the system of “free beverage” in the canteen of Piaggio plant, in Pontedera (Pisa, Italy).

WHY IS IT A GOOD PRACTICE?

The case is a good practice from two different points of view.
The introduction of the system in the Pontedera Piaggio Plant’s canteen allowed a significant limitation of waste through the elimination of plastic bottles; moreover it reduced the general environmental impact of the goods transportation in the area.
The opportunity of substituting plastic bottles with the fountain system was object of reflection already in 2008 but it was met with resistance by workers unwilling of changing their behaviors and consuming habits because of lack of knowledge. In 2010 Ecologia&Lavoro e USR CISL Toscana presented the project Gas and green procurement that was financed by Call for proposal “Go Green” by Tuscany Regional Government in order to disseminate information about sustainable consumption and promote concrete actions. Participating to this project trade union officers first, workers afterward were able to acquire a new sensibility and knowledge and initial resistances were dropped and it was possible to introduce the fountain system proposed by General Beverage in Piaggio plant.

WHICH WERE THE MAIN PLAYERS INVOLVED?

- Ecologia&Lavoro NGO
- USR CISL Toscana
- Tuscany Regional Government
- Canteen supervision committee at Pontedera Piaggio plant
- General Beverage
- Piaggio Group, plant of Pontedera

WHAT DID THE TRADE UNIONS DO?

The good practices was borned by awareness that trade union has social role and can play a central function in influencing consuming behaviours of its members both within a company and outside. The trade unions played a significant role stimulating the negotiation of Tuscan companies to implement policies of green procurement through a re-organization of canteen and internal stores in a virtuous way.
Sensitization and training actions realized by CISL Tuscany and Ecologia&Lavoro on behalf of their own executive and cadre to promote green procurement in the local companies through Canteen Supervision Committees and negotiations.
The present case shows in a significant way the role that the trade union can play, especially as concerns the future perspective to promote green procurement in local companies, orienting companies and workers choices and facilitating the diffusion and development of eco-compatible business models.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

- Promotion and extensions of the themes of internal negotiation
- Promotion of creation and development of companies producing green goods and services

- Changing in the way of consumption, disseminating eco-sustainable behaviors
- Dissemination of policies and procedures for green procurement

FINAL CONSIDERATIONS

The Piaggio-General Beverage experience has been positively influenced by a favourable context because of regional policies and actions aimed to supporting sustainable behaviour and by a strong interest by CISL Toscana to sensitize its directive.
We believe that this context can be searched and stimulated also in other territories creating a fertile terrain through a good trade union action to develop participatory processes.

4

Industrial reconversion or changes in labour organization (with a specific focus on “green connotation” and/or human resources training linked with the changing of productive processes)

TOTAL, PLATFORM OF CARLING – REGION OF LORRAINE (FRANCE)

■ The site of Carling is located in the region of Lorraine.
■ The activity of the platform of Carling is based on initial processing of oil to produce gaz which is turned to plastic. There would be substantial overcapacity in Europe. The demand for plastic fell by 10% in five years. So TOTAL was considering to redeploy its activities and wanted to cut jobs without dismissals (lay-off). For two years TOTAL Group has been considering to stop its petrochemical cracker in the site of Carling.

WHY IS IT A GOOD PRACTICE?

Due to the high quality of industrial relationships, it was possible to make an expertise to identify the conditions that must be satisfied to make the site of Carling attractive for new enterprises implementations with the agreement of the TOTAL management. The analysis showed that ecological actions can benefit to industrial projects and that employment increase could be based on new green activities (ex: green chemistry).
All the stakeholders involved (employers, trade unions, companies, the government and the region autorithies) increased their awareness to reach an agreement on the urgency of implementing solutions because in case of failure, the economic survival of the site will be very compromised with substantial risks on employment.

WHICH WERE THE MAIN PLAYERS INVOLVED?

■ Companies: TOTAL group, ARKEBA (a former subsidiary of TOTAL)
■ The association of the industrialists of the platform of Carling
■ Trade Unions (CFDT, CGT...)
■ IDÉE FORCE Consulting, with economic expertise
■ Workers
■ Local institutions
■ Government representatives

WHAT DID THE TRADE UNIONS DO?

Trade Unions pushed to obtain an economical expertise to analyse new opportunities to maintain or increase the employment in the site of Carling. In this region hardly concerned by deindustrialization, CFDT wanted the expertise to identify the conditions to make the site attractive for new enterprises implementations. CFDT aims to find scenarios oriented toward sustainable development.
IDÉE FORCE - a consulting created by CFDT - has been asked by the CFDT with the agreement of the TOTAL management to make an expertise. IDÉE FORCE consulting thinks that making it more “clean”, less polluting is a challenge and could be a decisive economic advantage. Otherwise the site would remain polluted a long time and will be less attractive for new investors.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

■ Local dialogue inside the company (an agreement has been concluded)
■ Dialogue between local authorities and the association of the industrialist of the platform of Carling (TOTAL, ARKEMA and several firms)
■ The conclusions of the expertise that show the interest of a shift toward “green” chemistry and of ecological restoration providing attractiveness and potential for development of industrial activities in chemistry
■ A national consultation by the government of all stakeholders
■ An economic revitalization agreement which has been signed between TOTAL and the Prefecture (representing the State in the region). The amount of the agreement is more than the usual legal obligation which is calculated on the number of job losses. The administration and TOTAL will jointly support actions of revitalization identified by the survey report.

FINAL CONSIDERATIONS

The discussions at the national level led to an action plan for the future of chemical platforms. Good results are due to the enhancement of cooperations between economics actors (employers) and the others (institutions, Trade Unions) and between industries. On the other hand, the results for employment level and in environmental investments are linked to the real commitments reflected by the agreements concluded.
The initiative is reproducible in different contexts, but it is necessary to distinguish the part related to industrial relations and territorial consultation and the part related to investment. Moreover, the quality of industrial relationships is a decisive factor.

MATRÌCA, BIOREFINERY – PORTO TORRES, SARDINIA (ITALY)

■ Conversion of Porto Torres (Sassari) petrochemical plant from basic chemical plant to an integrated biorefinery
■ The site of Matrìca is located in the region of Sardinia.
■ Matrìca is a joint venture between Novamont and Versalis (ENI). It was established in 2011 with the aim of converting the Porto Torres (Sassari) petrochemical plant into one of the world's leading integrated biorefineries. In June 2014 Matrìca began producing a wide range of products (biochemicals, bio-intermediate elements, bio-lubricant base stock and bio-additives for rubber, extensor oils) using selected vegetable oil crops with a low environmental impact. The number of people directly employed by the petrochemical plant was 582 at the end of 2010, and this should rise to around 700 by the end of 2016, given the number of activities that will be shut down and started up. Currently around 500 people are employed at the plant.

WHY IS IT A GOOD PRACTICE?

The Matrìca project originates from the need to convert the failing petrochemical plant into a related, but completely innovative activity with definite prospects for the future and for success based on the green economy and its characteristics.
The Matrìca Project has been a very successful response to a structural crisis in a traditional industry, involving the most innovative solution available in chemical production. In addition, it offers Novamont, and its strongly defined green economy production, the opportunity to significantly increase its competitiveness on the international market. All the stakeholders involved (employers, trade unions, companies, the government and the region autorithies) increased their awareness to reach an agreement on the urgency of implementing solutions because in case of failure, the economic survival of the site will be very compromised with substantial risks on employment.

WHICH WERE THE MAIN PLAYERS INVOLVED?

The project was initially proposed by the chemical workers Union and the Sardinian community, which involved regional mayors and authorities. Together they forced the central government to make ENI commit to find an alternative to simply shutting down the Porto Torres petrochemical plant.

WHAT DID THE TRADE UNIONS DO?

This case shows that the industrial relations component both in Novamont and the ENI Group has supported the success of the good industrial policies of the companies and the management. The trade union at Novamont has always been aware that the company was investing in innovation and research, and supported these commitments by ensuring the organisational and production flexibility that a focus on innovation and research can inevitably lead to. ENI has assumed responsibility for the workers and technicians of the old petrochemical plant in the community at Porto Torres, ensuring that production is converted into extremely forward-looking products that will guarantee job prospects. This commitment has been supported by close-knit trade-union relations and by agreement on the strategic choices.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

The Matrìca project has been the subject of a national agreement with a memorandum of agreement for Green Chemistry at Porto Torres.
The national agreement defines the new company Matrìca as a joint venture between Novamont and Versalis owned by ENI and the schedule for implementation of the investments, to be completed by the end of 2016.
The text of the agreement includes an attachment with the Matrìca business plan and the schedule of all the related activities, including professional retraining and organisation of the related agricultural activities. As well as the Presidency of the Council of Ministers, all the local

administrations and the Sardinia regional government signed the agreement, along with the trade unions and enterprises involved.
The Matrìca Project consists of many different jobs and activities if we take into account all the initiatives involved in “Green Chemistry at Porto Torres”:
■ Dismantling of the old petrochemical plant.
■ Retraining of staff.
■ Reclamation of the land and the polluted ground water.
■ Construction of the new biorefinery plant.
■ Creation of a new Research Centre, in conjunction with the local universities, to research new biochemical intermediate products and carry out tests to identify the oil-seed crops most suited to the agronomic characteristics of the area.
■ Cultivation of the crops selected for the biorefinery with guaranteed returns for the farmers.
■ Production of excellent natural vegetable fodder as a by-product of the process of extracting the raw material for use in the biorefinery.
■ Construction of a new biomass cogeneration plant to replace the fossil oil plant that aims to use biomass solely from the local area.
■ A return to a closer territorial relationship with tourism.

FINAL CONSIDERATIONS

Novamont Versalis and Matrìca are the triumph of the Green Economy, of green chemistry, of chemistry based on the products and processes of agriculture and nature. In addition research into agricultural production compatible with the local land produces an integrated system that optimises the phases of the total life-cycle of agricultural and industrial production, closing the circle without producing waste, as in natural life-cycles. A new form of production scientifically interwoven with nature is possible, with a minimal negative impact on the environment. The initiative can definitely be reproduced in similar contexts, but the most interesting transferable aspect is the strong mobilisation of the workers, trade unions and local authorities to deal with industrial crisis situations, and the ability of the companies involved to re-invent themselves and change their strategy from simply abandoning plants during an industrial crisis, as well as the relevance and possibility of other industrial initiatives that are going through a phase of expansion.

IMPROVEMENT OF ENVIRONMENTAL COMPATIBILITY OF CHEMICAL PLANT OF SOLVAY GROUP IN ROSIGNANO (ITALY)

■ Solvay Group is a multinational, market leader in sodic product and in a relevant position in peroxided products and clorosoda. One of the chemical plants of Solvay Group is located in Rosignano, in the region of Tuscany.
■ Solvay Group decided to establish its first italian plant in Rosignano, at the beginning of 1900, due to the presence in the site of raw materials and infrastructures useful for the marketing of its products.
■ During the decades in the local territory has been developed a strong system of relationship between the company and local institutions with the awareness of employment impact and the needs of defending the environment and public health. This attention translated in a series of agreement that tried to compose different interests and exigencies.
■ The plant, employing 600 workers, is still fundamental for local community, however local economy has become more and more specialized in tourism.

WHY IS IT A GOOD PRACTICE?

All the subjects involved agreed upon the need to reach a good level of environmental sustainability for the plant, a good level of profitability and competitiveness through a synergic action and shared by company and institutions with trade unions and participatory processes aimed at local community. This approach is a winning one.
Solvay Group became aware of the need to increase its ability to compete on the markets, to improve its environmental compatibility (respecting national and European normative) and to reduce conflicts with local community. To face this challenge, the group did important reconversions of the plant and introduced important technical innovations in the production.
This process was possible due to the role of Trade Unions, at different levels. Due to the right of information, Trade Unions were involved by the company in the technical discussion around the production cycle. At the same time they played an important role to activate formal and informal bargaining tables with Institutions.
Last but not least Institutions, at regional and national level, were able to manage the innovation processes, participating at the investments with public funding.

WHICH WERE THE MAIN PLAYERS INVOLVED?

■ Solvay Group
■ Trade Unions (at national, regional and local level)
■ Regional and local institutions: Comune di Rosignano; Regione Toscana

WHAT DID THE TRADE UNIONS DO?

Trade Unions were constantly involved by the company and the institutions. Besides institutional agreement was signed due to a national agreement with CGIL, CISL, UIL to sustain the action included in the program. This agreement sharply highlighted how program agreement between company and institutions was born by common will of company and trade unions to invest to improve workers health, environmental compatibility of the plant and territorial environmental quality.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

During the last decades the company was able to maintain a strong link with the local community and with the main stake holders of the area.
The plant, employing 600 workers, is still fundamental for local economy. Local institutions, conscious of the importance of the plant for the local economy and conscious of the need to improve its environmental sustainability with investments, played an active role supporting agreements and memorandum of understanding.

FINAL CONSIDERATIONS

The case shows how it is possible to find out good solutions to improve industrial productions and environmental sustainability with investments.
Dialogue between actors and governance showed to be winning. The emerging power are institutions, enterprise and Trade Unions and their capacity of governance.
The role played by Trade Unions was winning, within the company not taking an emotional stance, but always trying to dialogue with the management; at the same time taking in consideration safety and health of local community as well a clear view on the cost of investing in new technologies and the need of improving efficiency and competitiveness of the product.
The case shows that workers, if well involved, can play an important role in the process.

MERLET DÉCO – POITOU CHARENTES (FRANCE)

■ Merlet Déco is a small paints and cleaning company (12 employees), located at Cerisay in the Deux-Sèvres.
■ Merlet Déco used oil paints containing toxic substances such as solvents. Cleaning tools, brushes and rollers required other toxic products as solvents, products of petroleum chemistry and so on. These tools were routinely discarded after use. On the other hand, buckets of paint used should be referred to specialized recycling centers for processing. Waste treatment generated for the company an important cost.
■ In 2010, an employee developed a serious allergic reaction to the toxic products used in the production.

WHY IS IT A GOOD PRACTICE?

The company could have replaced the employee as it considered he was a victim of an occupational disease preventing him from keeping his job. But Merlet Déco is a member of CAPEB (Confederation of Crafts and Small Business building) and his boss is aware of the social dialogue and respect for the environment.
The Joint Negotiating with employee representatives in the territorial commission encouraged to seek an agreed solution with the employees. The team management of Merlet Déco organized meetings to find solutions.

WHICH WERE THE MAIN PLAYERS INVOLVED?

■ Confederation of Crafts and Small Business building (CAPEB)
■ Trade Unions
■ Joint Committee of hygiene, safety and working conditions (CPHSCT)
■ Region Poitou-Charentes

WHAT DID THE TRADE UNIONS DO?

In 2006 five trade unions signed with the Confederation of Crafts and Small Business building (CAPEB) a joint declaration to work on the prevention of risks to employees and employers. A joint Commission of hygiene, safety and working conditions (CPHSCT) was created.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

■ The company decided not to replace the employee who became unable to work by allergies to toxic chemicals, but to change the environment for its employees.
■ The employees were consulted in different meetings and they agreed, according to the team management, to use water-based paints instead of oil paints.
■ The company invested in the purchase of a cleaning machine tools so that they can be reused and changed its products and practices to drastically reduce pollution to health problems due to toxic products. Now Merlet Déco uses paints without solvent and other toxic chemicals, more respectful of the environment and employees.

FINAL CONSIDERATIONS

Employees are no longer exposed to toxic chemicals associated with the paintings: their working conditions are improved.
The employee victim of allergy toxic products and who knows very well his job, may continue to work in the company, who avoided the costs of a replacement research and training of a new employee. The employee “saved” has invested more in the company and provides training for new recruits, in particular the new procedures that respect the environment and human health.
After amortization of cleaning machine (about two and a half years) the company saves on the purchase of tools and supplies with the ability to clean and reuse: after rinsing, the buckets are reusable.
The company displays its environmental approach and makes it a marketing advantage to its customers. This allows it to increase its turnover by about twenty percent.

SWIFT S.C.R.L.

Region/Area: La Hulpe, Brabant Wallon, Belgium.
SWIFT is the Society for Worldwide Interbank Financial Telecommunication, a member-owned cooperative through which the financial world conducts its business operations. More than 10,500 banking organisations, securities institutions and corporate customers in 215 countries use SWIFT to exchange millions of standardised financial messages every day.
SWIFT's main business activity concerns international interbank telecommunications, which includes the standardisation of information (payment securities, trade finance and treasury). SWIFT also develops and markets interfaces that enable connectivity to its network and to process messages. SWIFT also provides consultancy services and develops IT applications for banks (i.e. "matching": comparing two orders to verify that they are identical for both the vendor and purchaser).
SWIFT is a multinational company with significant operations in EMEA, the Americas and Asia Pacific. SWIFT headquarters are located in Belgium.
SWIFT employs approximately 2000 people worldwide with half of all employees working at La Hulpe.
SWIFT's business activities are not industrial and therefore not focused on the development of "green" products and do not generate "green" jobs. Instead, efforts have been made to focus on the day-to-day management of on-site activities by the management and staff.
A CSR unit (Corporate Social Responsibility) was established in 2008, and the company is a member of the United Nations Global Compact programme: http://www.unglobalcompact.org/COPs/detail/37691 since 2012.
These two initiatives simultaneously address the environment, human rights and employee rights, the fight against corruption and the promotion of diversity. Our initial objective of a 60% reduction in CO_2 emissions between 2007 and 2012 was achieved through work aimed at reducing energy consumption and through carbon offsetting. A further objective targeting an additional reduction of 10% by 2015 has been set.
The company's main sources of CO_2 emissions are the computer servers and air travel.
A lot of measures to reduce the environmental impact of the La Hulpe site in terms of CO_2 emissions, the management of the site and its daily activities were taken.

WHY IS IT A GOOD PRACTICE?

Through a series of initiatives, efforts are being made to improve energy efficiencies of our servers.
The company's head quarter buildings, which date from the 1980s, have been fully renovated with a particular focus on heating, lighting and insulation systems. SWIFT installeda chilled ceilings system that circulates waterwere and enables reduced use of air conditioning. In carrying out these improvements the company had to take account of the architectural constraints of the pre-existing building. Office space was reduced because of the new office setting and employees are offered the possibility to work from home two days a week.
SWIFT encourages the use of video conferences as an alternative to business travel and emissions due to air travel are now being offsetting by purchasing green certificates.
SWIFT is located in 25 hectares of grounds that are managed in a sustainable manner. The quantity of pesticides used is being kept to a minimum and today amounts to approximately 10 litres per year, chiefly for the pathways and lawns. Work on the wooded parts of the grounds has been scaled back extensively. For example, tree trunks are now left in the forest. SWIFT is undertaking works to increase the biodiversity in certain parts of the grounds. In particular, a flower meadow has been sown and a conservatory orchard has been created with 52 different varieties of fruit trees (apple trees, prune trees, cherry trees, etc.). Beehives have been installed and they produced 15 kg of honey in spring 2014.
Efforts have been made to increase staff awareness of the beauty of the site in which they work. A path crosses the flower meadow enabling the workforce to enjoy a stroll through the orchards.

Projects to reducefood waste and to encourage the consumption of seasonal fruit, vegetables and products from organic farming in the canteens are underway. Max Havelaar fair trade coffee is now served across the whole Belgian site.
Regarding mobility:
■ SWIFT has carried out mobility analyses, which show that 50% of SWIFT's workforce lives within a radius of 15 km of the company.
■ SWIFT is a member of a European Bike To Work programme, which encourages the use of bicycles for trips between home and the workplace. The programme is implemented differently in individual member states. SWIFT concluded a contract with the Fietsersbond to record the daily cycled kilometres by staff, thereby avoiding the need for the human resources department to carry out this task.
■ A private shuttle service is in place between Brussels and the La Hulpe site and between the office and La Hulpe railway station.
■ On site 20 electric bicycles are available to staff. Showers, locker rooms and covered bicycle parking areas have been installed.
■ Financial incentives to encourage staff to choose alternatives to commuting by car have being introduced: a € 0.22 per km contribution for bicycle commutes, access to a mobility budget for employees to opt for a car/bicycle combinations or for a subscription to the public transport system (a 100% reimbursement of train-bus-metro subscriptions) as alternatives to company cars. Staff are also given the option to choose a company car with a small-engin for day to day journeys and use a larger car for going on holiday.
■ SWIFT is a member of Tous Vélo Actifs (an initiative by the Walloon Region) and obtained the best score of all participating companies during the bicycle audit in 2013 and the maximum score in 2014.
■ A "home-working" policy has been developed, allows staff to work from home two days a week and collect a contribution of 15 Euros per month for the personal internet subscription. "Home-working" has enabled the company to achieve savings by reducing its office space.
■ SWIFT introduced flexitime enabling staff to choose their working hours between 7 AM to 7 PM.
Regarding employment, these various measures have had the following positive impacts:
■ C-TEC (a company specialised in setting up, financing and maintaining bicycle and electric bicycle fleets for companies and institutions) was able to expand its business thanks to SWIFT and the publicity generated through participation in the regional *Tous vélo-actifs* initiative. As a result, it has been possible to maintain employment levels at C-TEC's sites.
■ A number of employees, predominantly women, have been able to return to full-time employment thanks to better opportunities to combine and reconcile family life and work at SWIFT.
■ In addition to these efforts in the employment field, the various policies have allowed for outstanding integration within the local economy and the development of excellent relationships with the local public authorities.

WHICH WERE THE MAIN PLAYERS INVOLVED?

The stakeholders involved in the company negotiation process are: the management (managers and supervisors of the office facilities, IT and CSR departments, the latter being in a position to positively influence the various managers concerning their objectives with regard to CO_2 emissions and improvements to the visual appearance of the workplaces) and the trade union representatives (1 FGTB, 7 CSC and 2 CGSLB). The various viewpoints expressed above were included on the agenda and discussed by the staff/management consultation bodies (Works Council, CPPT and union representatives). Several staff consultations were organised by management and by staff representatives.
A process of cooperation has developed between staff representatives and management as the latter have the resources necessary to implementing projects.

WHAT DID THE TRADE UNIONS DO?

A collective agreement was concluded concerning flexitime. Regarding mobility and “home-working”, the various decisions have resulted in amendments to the contracts of employment or revisions to the company’s staff rules.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

The measures taken by SWIFT concerning biodiversity are perfectly transferable to any other company with a park/grounds. As an example, the pharmaceutical company GSK situated nearby has also landscaped part of its grounds and adopted mobility solutions. The energy savings measures, the reduction of CO_2 emissions and mobility can be implemented in any company.
The measures concerning the organisation of working time and “home-working” are already applied in many companies. Good practice on mobility is becoming increasingly widespread. Among future initiatives, the possibility for staff to opt for an electric company car is particularly noteworthy. The fuel card will be replaced by an electricity card and the company will supply the equipment needed to recharge the vehicle at the SWIFT site or at home.

FINAL CONSIDERATIONS

In this case decisions were taken in a non-conflictual manner based on consultation between the various stakeholders on a “win-win” basis for the company and its workforce and with the involvement of trade unions and collective bargaining.

NEKTO A.S.B.L.

Region/area: Neufvilles, Hainaut, Belgium.
NEKTO is one of the non-profit organizations of the Centre Reine Fabiola (education and residential centre for the disabled), which is part of the sheltered employment scheme (Joint Commission 327.03).
The Centre Reine Fabiola employs around 800 workers and NEKTO between 250 and 260 workers full time.
The Centre Reine Fabiola is the second biggest employer in the Soignies region behind the quarries.
NEKTO provides business services, particularly subcontracted goods handling for the distribution sector (packaging, sorting, etc.). One arm of the company also sorts comics for the publisher Dupuis.
NEKTO receives subsidies from the AWIPH (Agence Wallonne pour l'Intégration des Personnes Handicapées). However, it needs to raise additional funding to support its operation through its business activities. In this respect NEKTO operates in a competitive market as there are sixty sheltered employment providers in Wallonia.

WHY IS IT A GOOD PRACTICE?

The environmental projects initially focused on waste sorting within the Centre Reine Fabiola (awareness, recycling bins in the administrative offices and residential areas, etc.). The disabled workers were enthusiastic participants.
Waste sorting was also introduced within NEKTO, this time in large quantities. In this way waste, which involved a cost for the company, now generates profit. Packaging waste is reprocessed and resold. The company has reached agreements with partners on resale, particularly of plastic and cardboard.
Water management was then reviewed within NEKTO. Tanks and a joint water distribution system (potable and non-potable) were installed.
Cogeneration was also developed through connection to the public natural gas network. The roof has been fitted with solar panels.
Finally, two electric vehicles were purchased for professional travel and electric bikes are currently being trialled, which will reduce the use of petrol or diesel vehicles.
The initiative has not led to the creation of "green" jobs as such or the development of "green" products. One position has, however, been created amongst the directors for energy and waste management. In addition, NEKTO generates its own electricity through investment in solar panels and a cogeneration boiler. Rainwater collection systems are also making it possible to reduce water usage.
In general terms, the company's environmental impact is quite low, with the exception of the arm that maintains gardens. However, plant waste is treated by another arm responsible for composting.

WHICH WERE THE MAIN PLAYERS INVOLVED?

Once environmental awareness had been achieved, a position was created amongst the directors for energy and waste management. From that point onwards, environmental management was incorporated into the day-to-day running of the company and initiatives no longer had to be launched by the union delegation, as had been the case, for example, when purchasing the cogeneration boiler.
Within the Centre Reine Fabiola, an identical position has been created. The people involved in consulting workers on environmental projects are prevention advisers and maintenance managers.
From 2005, the "environment" point was systematically included on the agenda of Health and Safety Committee meetings. It took the projects a good year to start. Today, decisions are no longer made by the union delegation. For example, the employer decided independently to

fit double glazing. The next project focuses on using ecofriendly cleaning products on the forty sites of the Centre Reine Fabiola.
Initially, the union delegation received support from the RISE Unit of the Walloon CEPAG/FGTB and participated in the training that it provides.
The SEFOPE (Continuing Education Department) of the Centre Reine Fabiola helped to explain pro-environmental behaviours and their benefits to the disabled workers (waste sorting, switching off the light when leaving a room, etc.).

WHAT DID THE TRADE UNIONS DO?

No collective agreement has been signed. Once the environmental policy had been approved by the directors, the projects were introduced without the need for formal undertakings.

MEANINGFUL ELEMENTS DISTINGUISHING THE CASE

In terms of the strengths, it can be said that the environmental initiative undertaken within the company has also provided an opportunity to increase pro-environmental behaviours in the workers' private lives. There has, therefore, been continuity in awareness.
The main weakness raised by the union delegation is that, given the lack of binding legislation, project delivery is subject to the approval of the directors, who hold all the decision-making power. The representatives' role has essentially been to persuade.

FINAL CONSIDERATIONS

In principle, the good practices of NEKTO can be replicated provided that the directors are motivated and financial resources available.
Within NEKTO, the social dimension of the projects helped to change mentalities and raise environmental awareness. Workers in the sector (teachers, social workers, etc.) are more receptive to these issues than elsewhere.

The guidelines

Guidelines for the trade union green economy initiative

Industrial relations in Europe have always been, and continue to be, an added value for international competitiveness in the manufacturing sector and generally contribute to high standards of protection and to promoting dignity for workers in Europe, in comparison with the other economic areas of the world.

This observation should be borne in mind when tackling the new challenge of the green economy, which needs to be capable of maintaining this achievement of our civilisation and social progress, in order to offer the other economic areas of the world prospects for significant social prosperity.

First and foremost, the green economy requires a greater sense of responsibility in the economy and industrial activities. Future generations have the right to happiness and prosperity, which begins with being able to enjoy basic necessities which are vital for human existence. These natural resources include the quality of everything from air to water resources, from food and medicines to spectacular biodiversity.

The green economy needs to be managed with the interest of future generations in mind, with the sagacity to ensure proper and correct use of natural and material resources which future generations will also need to fulfil their requirements. Human resources also need better protection in this economy, as it is humans who participate in creating the goods and services needed to ensure the wellbeing of society.

Industrial relations in the green economy and for sustainable development can be an arena *par excellence* for quality development, which ensures that resources and raw materials are used wisely, the value of human resources is recognised and useful value is created to guarantee balanced distribution of capital to employees and the local community in areas where industries are based and operate.

1. The processes of negotiation and participation

1.1. Knowing, studying and understanding the potential of the green economy

The term “green economy” no longer refers solely to the renewable energies industry, proper water resource management or other purely “green” activities. With the concept of the circular economy, which differs from an economy based on the linear process-product concept, a new industrial and economic logic is entering in which reverses the previous economic paradigm.

This process is in the starting-blocks and has many new implications for the transformation of both current logistical and organisational structures and specific manufacturing processes, as well as the intrinsic nature of products themselves.

The business world is witnessing, and will continue to witness, a contrast between pre-existing interests and those emerging now. An example of this is the contrast between fossil fuel and renewable energy. However, trade unions must rise above this conflict of interests, study and come to understand the meaning and consequences of this challenge, as well as actively participate in the transformation with a strategy based on the Just Transition.

Instead of letting other people’s interests dictate to us, we should be protagonists in every sector of activity, reading and anticipating the changes which are afoot. The new model of development is hugely significant: it is a change of paradigm.

Until a few years ago, the environment was hardly ever mentioned in company plans. Now, it is becoming a key, determining factor, and in many cases is even the first item on the list of priorities. This trend is set to increase in the immediate future. Civil society and Trade Unions have a role to play on it.

1.2. Innovating and anticipating

Critical problems to do with the environment, starting with phenomena linked to the acceleration of climate change, are becoming more serious, causing increasing damage to society, huge social impacts and human lives as extreme weather events increase in number and intensity. We are also facing the sixth global mass extinction of species with lack of knowledge to stop it.

The response to increasingly serious environmental issues has been to consider production and consumption from a different perspective. At the same time, energy production must move away from its reliance on fossil fuels in order to eliminate the risks associated with climate change.

In order to tackle environmental issues and the problems associated with climate change, we need a wealth of cultural, technological, industrial, organisational and social innovation. The need for this transformation is all the more urgent when we consider the latest demographic growth trends: a 50% population rise is predicted by the end of the century, increasing the global pop-

ulation from 6 billion at the beginning of the 2000s to 9 billion by 2100. This demographic growth is very alarming due to the pressure it will apply on the environment's natural resources, such as the availability and quality of freshwater, air quality in large urban areas, the loss of biodiversity and the erosion of higher-yield land, with much higher average levels of access to goods and opportunities for wellbeing around the world.

As a result, the environmental aspect of development and economic and social organisation is becoming a global emergency. As such, the competitiveness of the best and most appealing development models will be measured according to this yardstick.

European trade union organisations, together with other civil society associations, must be protagonists and key players in this new model for development.

Europe have to make a significant contribution by continuing to set an example when it comes to building civilisation and social progress along distributive and participative lines.

1.3. "Taking part" in the green economy: platforms for participation and the role of trade unions

As we know, models of industrial relations in the European Union vary widely due to the specific situations in each country which make a standard model difficult. Some countries have centralised models, either at national or regional level, whereas in others company bargaining plays a stronger role. Therefore, there is a range of different arenas where workers' representatives can truly participate in the countries of the European Union. However, we see an emphasis on decentralisation across the board, with the aim of linking workers' issues with more specific problems at the level of individual companies. It is necessary that trade union bodies can be more involved in decision-making procedures and strategy choices to do with restructuring and organisational innovation in companies. The cases studied as part of this project demonstrate the breadth and range of approaches adopted by social partners to incorporate environmental issues into the traditional company agenda. In some cases, companies are attempting to anticipate on a broad scale (i.e. covering broad geographical areas) the effects of predictable changes which the green economy could make to production systems and labour, both by designing measures to facilitate reskilling and drawing up plans to transform obsolete, non-competitive or unsustainable production systems, or improve their environmental impact and reduce the costs and waste which stem from poor management of raw materials.

In other cases, a social dialogue at regional level helps to acquire knowledge about future employment, qualifications and skills needs linked to environmental and new responsible transports policies. This approach take into account regulatory requirements and technological developments that achieve

environmental objectives (technical developments routes and technologies helping to increase the value or productivity). It helps to disseminate or to build social innovations too.

In some cases, trade unions have acted as protagonists, at the forefront when it comes to making original proposals to support sustainable development, whilst in other cases the company management or local institutions have been responsible for coming up with innovative projects. In all cases, though, trade unions must rise to the challenge and prepare to partner with others as these changes take place, understanding and highlighting the potential for synergies between quality jobs and quality industrial processes. This is also true from the angle of environmental sustainability: in short, it is no longer enough to simply bargain over the quality and quantity of jobs in the company, but also what is being produced (sustainable products, "from the cradle to the grave") and how it is being produced (manufacturing processes and their impact on the environment).

1.4. Structuring and qualifying representation: new rights and positions

During this initial phase of transformation, trade unions need to foster the emergence of specialist positions including in trade union representation at the workplace.

We must continue to act to improve health and safety at the workplace. Across Europe, thanks to the importance accorded to the topic of protection for workers' health, we have successfully pushed for the appointment of a designated workers' representative or representation body for this topic, with specific rights to and platforms for information, training and trade union initiative at the workplace.

We now need to obtain direct workers' representation rights at the workplace for the environmental dimension, too as it exists only in few countries of Europe.

The national contract for workers in the Italian chemical sector gave Workers' Health and Safety Representatives the competency of representing environmental protections rights in the region on behalf of workers. This could prove a useful example which could be used as a model to roll out at European level.

Workers should be able to report to such a representative in order to ensure that both public and private sector employers apply continual environmental improvement (CEI) standards. Continual environmental improvement should be a clear identifying feature of all economic sectors, starting with those industrial activities in Europe which have the greatest environmental impact. European industrial activities need a new identity based on new efficiency including social and environmental performances and not only economic one. Everyone knows that workers play a key role in transforming patterns of production and consumption as they are not only workers but consumers and citizens making choices too.

When seeking to structure and qualify representation, there is also great potential for trade unions in defending and raising awareness of environmental issues and sustainable development among workers in their capacity as citizens. Some of the cases studied as part of the project clearly demonstrate this approach. Moreover, by investing and working in this direction, we can claim back platforms of representation currently occupied by other actors (environmental associations, ad hoc citizenship groups), which are often capable of mobilising people's enthusiasm but not of transforming this into proposals, because they lack the competencies and organisational capacity to come to the negotiating table. Sometimes trade unions play a role of mediation between some stakeholders because of an organisational capacity to bargain and to settle agreements.

2. The environment and social responsibility

2.1. The rise of corporate and regional social responsibility

We need to create and foster a genuine culture and practice of corporate and regional social responsibility. To remain coherent with the renewed European Union plans and the position of the European Trade Union Confederation, we must develop a multi-stakeholder approach which integrates (whilst clearly defining their different roles) social responsibility with collective bargaining and allows trade unions to carry out their role as connectors, working both outside of and within companies. Thus, we need to go beyond the frequent prevarications and contradictions of corporate social responsibility, since intent is not to be confused with unilateral company decisions, and environmental protection issues must be integrated with matters of social equality, economic democracy, lifelong learning, legality and transparency.

2.2. Growing recognition for local areas

In coherence and in synergy with the approach to social responsibility, company development must also be further rooted in the local context.

Local areas need to find their identity again, recognise the value of their own natural resources, and develop and protect their values and social and cultural properties.

Industry and the economy must contribute to this process.

We must transform a conqueror's mind-set into a structured plan for social, economic, inclusive and participative development taking into account environmental challenges.

Recognising the value of local areas and civil society's initiatives is vital, and as such, trade union organisations must be able formulate proposals and policy suggestions in the following three areas, to begin with: what can be done

to boost awareness of the importance of the local area; how they can encourage or compel companies and their representation bodies to agree on joint objectives; and what the authorities need to do, from European right down to local level, to translate this increased recognition for the local area into practical action.

2.3. Developing a "multi-stakeholder" approach and preserving social dialogue

The topic of the environment is an extremely complex one, which by its very nature encompasses other social, economic, production, technological and geo-physical issues. Thus, traditional "bilateral" dialogues (workers and companies, trade union organisations and employers) are no longer sufficient. This doesn't mean that social dialogue doesn't maintain its role of main tool for improving working conditions and resolving conflict between capital and labor; but Trade Unions need to open up and encourage wider involvement of other actors who are considered environmental "stakeholders" of different descriptions in the local area. Indeed, by agreeing to use the term "stakeholder" we have already adopted this position: according to William M. Evan and Edward R. Freeman, stakeholders are defined as subjects which could influence or be influenced by the company. The company must therefore bear in mind subjects who, although they may not have a direct impact on processes or profits, will nonetheless bear the consequences (of a negative impact on the environment, for example). This is not an easy step for trade unions to take, but equally we must not think that we are losing part of our decision-making and representative power. If equipped with the necessary skills and knowledge, trade unions could actually benefit a great deal by opening up the debate, as they can put themselves forward as "connectors" between labour and employees' organisations and those working towards long-term economic sustainability. The best way to prevent local environmental conflicts is for trade unions to become involved and workers' representation bodies to continue to see transparency of information, anticipation and impact limitation as a fundamental part of their position in the company. Moreover, unions must commit in the long term and continue to promote as broad as possible a debate with local authorities, companies and local interest associations, in order to multiply potential fields of mutual understanding and facilitate the establishment of a shared approach to these topics.

Sometimes, this local dialogue is the only way to ensure a pacific coexistence of several activities with contradictory interests in a territory.

2.4. Strengthening certification tools, labelling and taxation

As we witness a global transformation of the economy and ways of approaching and apprehending new forms of development, we will need to en-

dorse any tools which facilitate and honour this transformation such as environmental certificates, in particular European ones (e.g. EMAS, Eco-Management and Audit Scheme for production and organisational processes, and the Ecolabel for products, for example.)

Taxation should also be carefully and decisively restructured to support and disseminate the good practices and to suppress subventions that make damages to biodiversity and ecosystems services according to the principle that "this taxation musn't increase the social inequalities" as is written in the ETUC text on "the Energy-climate package in Europe for 2020-2030".

The document "The 'Energy-Climate' package in Europe for 2020-2030: the ETUC's priorities for a Just Transition", about "green taxation" and European ETS also proposes:

■ The set-up of indicators relating emissions to the levels of production in the ETS sectors (i.e. tons of CO2 per ton of product), to help identify how emissions are reduced in Europe, whether by improving efficiency in industry or for reasons such as relocation of production to third countries;

■ Better incorporation of the carbon footprint of goods when consumer taxes are imposed (carbon traceability and carbon tax);

■ Bilateral commercial agreements making it possible to impose taxation on products whose carbon footprint exceeds the level of performance of the most efficient European installations in the corresponding sector, in accordance with international trade law;

■ As a measure of last resort, border adjustment measures should be considered, notably to provide compensation for export industries subjected to an additional cost caused by the European climate and energy framework 2030 and which have to compete on international markets with companies not exposed to similar costs. This should be done in accordance with international trade law;

■ Support measures, including state aids, for activities of common interest which are essential for the transition to a low-carbon economy.

3. From local to global: networks and relationships

3.1. Internal/external service centres

Given the breadth and cross-cutting relevance of the topic of the environment, it is becoming increasingly important for trade unions to network with other stakeholders, both locally and globally. There are many ways to network, including by creating specialist structures (such as Ecologia&Lavoro, CISL Italy, Idée Force or Syndex, CFDT France, Peco Institute, IGBAU Germany), which can both build "bridges" with local environmental associations and bodies and offer specific skills to support collective bargaining. The availability of expertise in this field is now indispensable both to increase levels of negotiation and participation among social partners and often to maintain a dialogue with

environmental associations, which are now widespread and capable of acting on several fronts, often those same fronts where trade unions are also operating.

3.2. A win-win *approach: platforms for structured cooperation between social partners*

Environmental sustainability is key if collective bargaining and trade union relations are to become more participative. Joint bodies established by national, sectoral, regional and company collective bargaining, as well as bilateral bodies which bring together social partners, need to be equipped as privileged platforms for structured cooperation, where environmental sustainability is seen as a *win-win* approach for workers, companies and local areas.

3.3. International network of regional authorities and social partners

As a result of our project, another opportunity has emerged in a spontaneous and informal manner to facilitate the transition to a Green Economy. The trade union organisations involved can develop and maintain networks of relationships, including in the system those promoting best practices for companies and for relations with local and regional authorities.

Therefore, through the international network of trade unions, we will be able to identify good practices in companies and regional authorities to do with the green economy and oriented toward a sustainable development. By establishing links and regularly monitoring these situations, we can promote the dissemination and rapid spread of best practices for sustainable development in a green economy including decent work, human well being, reducing social inequalities and moving for the green economy as we move towards a green society.

3.4. European and international trade union action

If trade unions are to work on environmental issues, then we will need to act at international level, particularly when it comes to fighting climate change or biodiversity loss. ETUC and ITUC are strongly involved in this area. Most recent documents are:

1. *ETUC claims a sustainable EU energy policy* (2010)
2. *Europe's Energy Strategy 2011-2020: A Missed Opportunity?* (2011)
3. *ETUC declaration on industrial policy, energy and the fight against climate change* (2014)
4. *The "Energy-Climate" package in Europe for 2020-2030: the ETUC's priorities for a Just Transition* (2014)
5. *ITUC: Climate change is a trade union issue* (2014).

While other actors (e.g. environmental associations) are already strongly engaged in the fight against climate change, trade unions, by their very nature and

mission statement, can ensure that the social dimension of development is considered along with the environmental dimension, and that these two matters are discussed in concert.

In this context, in addition to the action of the Global Unions and EWCs in Europe, we should also make the greatest possible use of any initiatives brought in by international institutions, such as the "Global Compact" campaign launched by the United Nations in 2009, or other campaigns which may be organised by the ILO or UNEP.

The topic of the environment therefore propels trade union activity onto the international scale as unions carry out activities relating to the fight against climate change. However, at the same time it also roots them equally strongly in their local context, which is crucial if the local area is to be protected and respected.

4. A new culture and new skills for trade unionists and for workers

4.1. A new culture and new professional skills

In order to be innovators and effective representatives of the world of labour, trade unionists need to study hard and develop new professional skills. The tasks of trade unionists are twofold: on the one hand, they must be able to acquire the knowledge and skills needed to ease the transition in industrial relations. The case studies used in this project demonstrate how systems of industrial relations are becoming increasingly complex, often rendering "traditional" skills inadequate. What's more, trade unionists need to be equipped to support and facilitate the development and emergence of new vocational positions in the labour market, which are suitable for the distinct features of the circular and responsible economy.

These objectives, whilst certainly not easy to achieve, must be tackled both by organising training for trade unionists and by carrying out trade union lobbying activities in the designated platforms, to ensure vocational training is coherent with the values of the circular and responsible economy.

Essentially, the new professions have two basic characteristics: firstly, a high level of specialization, and secondly, the ability to integrate other skills.

These professional features and characteristics are already present in current activities, but the circular and responsible economy makes cooperation and integrated skills all the more necessary throughout the life-cycle of products, processes, and organisational structures.

Research and innovation must be applied not only to technologies, but also to social organisation.

The increasingly widespread options for car sharing and car-pooling can be considered a small, indicative example of new organisational and social processes.

Some companies and associations have chosen to create digital car-pooling networks for their employees or in order to organise conference transport. This suitable and useful solution contrasts the prevailing cultural approach to private transport options. For example in France some best practices aims to develop low emissions transports and solutions to mobility needs in mobility plans agreements.

4.2. The environment: a cross-cutting topic for trade union policy

By making environmental issues a priority, the roles of trade unions are expanding to take in new and more pressing responsibilities, compelling them to take a "climate policy mainstreaming" approach, as described by the Europe 2020 strategy.

As such, a new trade union culture (with respect to environmental issues) should be visible in trade union strategies generally, and should "cut across" all policies dealt with by trade unions (employment, investments, human rights, globalisation etc.). The fact is that the environment cannot be parcelled off as if it were simply a new subject for negotiation to be tacked on to other, long-standing ones, because it is cross-cutting and tends to influence any topic we might find ourselves discussing. When discussing employment, we must consider how to promote the Just Transition and thus build bridges between old and new jobs and vocational positions, including in traditional sectors (which need to be "greened" or which is greening) and sectors with a higher environmental impact. The purpose is not only a quantification of needs but also to identify skills or qualifications that make bridges between some sectors with low job intensity to green activities or activities going green with higher potential for job creation. When discussing investments, we must make sure that, right from the planning phase for new machinery and production processes, adequate attention is paid to the issue of whether or not they are fully sustainable in terms of their use of primary resources and the management and recycling of packaging, waste and refuse.

When discussing human rights and globalisation, we must not forget the universal importance of the environment, and thus commit to preventing delocalisation being exploited as an easy way to transfer to weaker countries more highly pollutant forms of production or working conditions which are undignified or potentially harmful to the health and safety of workers and the local community.

4.3. Working towards the Just Transition

The Just Transition is a principle which, thanks to the international trade union movement, has been included in several UN documents at global climate change summits.

As stated in the document "ETUC position adopted at the ETUC Executive

Committee" on 21-22 October 2014, 'the ETUC is promoting the idea of just transition, which while aiming to reduce the negative impact of human activities on the climate and the environment, also promotes social dialogue, worker participation quality employment, the right to education, social protection and workers' rights."

In this context, trade unions are calling for both companies and institutions to commit to the Just Transition, i.e. to carry out pre-emptive planning activities and support both workers in jobs and sectors which are declining and those working towards sustainable development. The emphasis, however, should be on new sectors and forms of development.

In addition to calling for both companies and institutions to make commitments, trade union organisations can do a great deal more on this matter. Indeed, Europe has recognised their active role and has made investments in the past decade, in the knowledge that the Just Transition cannot take place without social dialogue. The project's case studies clearly demonstrate the crucial role trade unions have played at local level, especially in situations where there have been conflicts of interest between the environment and labour.

4.4. Leading the way by setting a good example: environmentally responsible trade unions

"One gram of a good example is worth more than a hundredweight of words," as the saying goes. Thus, a new trade union strategy and culture, more attentive to and aware of these topics, should also be clearly and recognisably established, based on internal "best practices". In fact, trade unions should take an interest in their own environmental sustainability, as there are many ways in which trade unions, as organisations, could improve their sustainability records. Purchasing, for example, could be carried out with a view to ensuring internal consumption (and that of affiliates) is oriented towards green products and responsible consumption. When managers and trade unionists travel (for example for Congresses or large conferences), the environmental footprint of excessive use of private transport should be taken into consideration. Energy efficiency, paper consumption and waste management at trade union headquarters could all be improved by efficient resource management. There are several other examples, but some good practices are nonetheless already at play in some of the case studies of this project. We have thus already made some progress along this path, and need to continue pursuing it with great conviction.

Concluding remarks: our mission

Our mission remains the same: that of building a freer, fairer and more unified society. The green economy lends itself, to a greater extent than other periods or economic models of other eras, to the achievement of our aims, as by its

very nature it intrinsically includes the concept of responsibility, which is a fundamental component of a society where justice, solidarity, promotion for development and human freedom prevail.

Trade unions must renew through new ways of action in a perspective of proactivity and long-term vision.

Union activity toward "green society"	
Traditional	*Innovative*
Worker protection	Developing prospects for the future of the company, region, etc.
Health and safety	Growing awareness of environmental issues, providing knowledge
Working conditions	Participation in political decision-making in non-traditional fields of activity (e.g. climate protection)
Bilateral bargaining	New coalitions + alliances (e.g. civil society)
Strengthening competencies and skills	Innovation

"These guidelines has been exposed and approved from the project partners during the final conference of the project held in Florence, 16th and 17th December 2014"

Linee guida per l'iniziativa sindacale nella green economy

Le relazioni industriali in Europa in generale hanno costituito e costituiscono un valore aggiunto per la competitività internazionale delle attività produttive e contribuiscono, mediamente, ad un elevato standard di tutela e di promozione della dignità dei lavoratori rispetto a tutte le altre aree economiche del pianeta.

Questa considerazione merita di essere tenuta presente nell'affrontare la nuova sfida della green economy, che deve essere capace di confermare questo primato di civiltà e di progresso sociale per offrire a tutte le altre aree economiche del pianeta un orizzonte di prosperità sociale di riferimento.

La green economy significa innanzitutto una maggiore responsabilizzazione dell'economia e delle attività industriali rispetto ai diritti di felicità e di prosperità delle future generazioni a partire dal godimento del bene base dell'esistenza umana che sono le risorse naturali: dalla qualità dell'aria, alla qualità delle risorse idriche, alla qualità delle risorse alimentari, delle medicine, a quanto di eccezionale ci offre la biodiversità.

L'economia verde, l'economia che viene guidata a partire dagli interessi delle prossime generazioni nell'accortezza del buono e corretto utilizzo delle risorse naturali e materiali che dovranno essere disponibili anche per le necessità delle future generazioni, deve essere in grado di tutelare, a maggior ragione, le risorse umane del presente che partecipano alla creazione dei beni e dei servizi che servono al benessere collettivo.

Le relazioni industriali nella green economy possono essere il laboratorio di eccellenza per uno sviluppo di qualità, capace di garantire il buon uso delle risorse e dei materiali naturali, la valorizzazione delle risorse umane e la creazione di valore utile alla remunerazione equilibrata dei capitali, delle risorse umane impiegate e della comunità locale del territorio di appartenenza e di operatività.

1. Il processo negoziale e partecipativo

1.1. Conoscere, studiare e capire le potenzialità della green economy

La green economy non è più solo l'industria delle rinnovabili, della buona gestione delle risorse idriche e altre attività più strettamente verdi. Con il concetto dell'economia della circolarità rispetto all'economia dei processi-prodotti lineari, si sta affermando una logica industriale ed economica che rovescia i paradigmi della precedente economia.

Il processo è agli inizi e contiene tante di quelle nuove implicazioni che comporteranno una trasformazione anche degli assetti logistici e organizzativi delle attività che conosciamo, oltre agli aspetti più specifici dei processi produttivi e delle caratteristiche intrinseche dei prodotti.

Per questo, mentre tra gli imprenditori abbiamo assistito e continueremo ad assistere ad una contrapposizione tra gli interessi preesistenti e quelli nuovi che si affacciano, tra l'industria del fossile e l'industria del sole, del vento e dell'acqua, per fare solo l'esempio dell'energia, il sindacato deve andare oltre la contrapposizione degli interessi, e studiare, conoscere tutti i significati e le conseguenze di questa sfida ed essere un soggetto che partecipa alla trasformazione con una strategia imperniata sulla «giusta transizione».

Vale a dire non restare vittime degli interessi degli altri, ma essere soggetti in ogni settore, in ogni attività per «leggere» e «anticipare» le trasformazioni che sono in atto. Perché il nuovo sviluppo è nuovo in termini sostanziali, paradigmatici.

Il fattore «ambiente», inesistente fino a pochi anni fa nei programmi delle aziende, oggi comincia a costituire un fattore decisivo e determinante, tanto da rappresentare già in molti casi il fattore gerarchicamente primario. E lo sarà sempre di più nell'immediato futuro. La società civile e il sindacato hanno un ruolo da giocare in questo campo.

1.2. Innovare e anticipare

Le criticità ambientali, a cominciare da tutti i fenomeni collegati all'accelerazione dei cambiamenti climatici, stanno aumentando e stanno determinando dei costi sociali e umani crescenti a causa dell'aumento e della crescita di intensità dei fenomeni metereologici estremi.

La risposta alle crescenti criticità ambientali risiede in una diversa modalità di considerare la produzione e i consumi, mentre l'azzeramento e l'annullamento dei rischi collegati ai cambiamenti climatici presuppone il superamento della produzione di energia derivata dall'uso dei combustibili fossili.

Le criticità ambientali e quelle dovute ai cambiamenti climatici presuppongono una forte innovazione culturale, tecnologica, industriale, organizzativa e sociale in quanto un altro fattore che interviene a rendere urgenti queste trasformazioni è l'ulteriore crescita demografica del 50% entro la fine del secolo,

con il passaggio dai 6 miliardi di fine anni Duemila agli oltre 9 miliardi di popolazione prevista per la fine del primo secolo del terzo millennio. Una crescita non solo demografica, ma ambientalmente molto preoccupante per la pressione che si verrà ad esercitare sulle risorse naturali come la disponibilità e la qualità delle acque dolci, la qualità dell'aria nei grandi agglomerati metropolitani, la perdita della biodiversità, il consumo dei suoli più redditizi, con livelli medi di accesso ai consumi e di aspettative di benessere mediamente molto più elevati su tutto il pianeta.

Di conseguenza, la qualità ambientale dello sviluppo e dell'organizzazione economica e sociale diventa una necessità planetaria e, conseguentemente, su questi fattori si misurerà la competitività dei nuovi modelli di sviluppo.

Le organizzazioni sindacali europee, insieme ad altre associazioni della società civile europea, possono essere tra i protagonisti, gli attori di questo nuovo sviluppo.

L'Europa può dare un contributo decisivo nel continuare ad essere un punto di riferimento nella costruzione di una vita di civiltà e di progresso sociale distribuito e partecipato.

1.3. «Prendersi cura» della green economy: spazi partecipativi e ruolo del sindacato

Come è noto, i modelli di relazioni industriali in Unione Europea sono molteplici, frutto di storie nazionali specifiche, non riconducibili ad unità. In alcuni paesi prevalgono modelli accentrati, a livello nazionale o regionale, in altri risalta la contrattazione aziendale; gli stessi spazi di reale «partecipazione» per i rappresentanti dei lavoratori sono molto diversi tra i vari paesi dell'Unione. Ma ovunque si assiste ad una valorizzazione del livello decentrato di confronto, con l'obiettivo di avvicinare le problematiche dei lavoratori con quelle più specifiche di ogni singola impresa, e si auspica un maggior coinvolgimento delle rappresentanze sindacali nei processi decisionali e strategici che riguardano le ristrutturazioni e l'innovazione organizzativa aziendale. Molti dei casi studiati in questo progetto mostrano l'ampiezza e la molteplicità degli approcci messi in atto dalle parti sociali per includere la questione ambientale nell'agenda negoziale tradizionale: in alcuni casi si tratta di «anticipare» su larga scala (area territoriale vasta) gli effetti del prevedibile cambiamento indotto dalla green economy sui sistemi produttivi e sul lavoro, progettando congiuntamente misure a favore di una riqualificazione delle competenze dei lavoratori, in altri di concordare piani di riconversione di produzioni rese obsolete o non più competitive, o ambientalmente non più sostenibili, in altri ancora di migliorarne l'impatto ambientale e/o di abbattere costi e sprechi derivanti da una cattiva gestione delle materie prime.

In altri casi, il dialogo sociale a livello regionale permette di acquisire conoscenze sul futuro dell'occupazione, sulle qualifiche e le competenze legate a nuove politiche che promuovano una mobilità responsabile. Questo ap-

proccio tiene conto delle normative richieste e degli sviluppi tecnologici che consentono di raggiungere obiettivi ambientali (sviluppi tecnici percorsi e tecnologie che aiutano ad aumentare il valore o la produttività). Tutto ciò permette di sviluppare e diffondere innovazione sociale.

Il ruolo del sindacato è stato a volte quello di «protagonista», in grado di concepire per primo proposte originali a favore dello sviluppo sostenibile, mentre in altri casi la primogenitura dei progetti innovativi è attribuibile al management aziendale o alle istituzioni locali. Ma in tutti i casi il ruolo del sindacato deve essere quello di accogliere la sfida e di proporsi come partner del cambiamento, cogliendo e valorizzando le sinergie tra qualità del lavoro e qualità dei processi industriali, anche dal punto di vista della sostenibilità ambientale: occorre insomma non limitarsi più a contrattare la qualità e quantità di lavoro nell'impresa, ma occuparsi anche di «cosa» si produce (prodotti sostenibili «dalla culla alla tomba») e di «come» si produce (processi produttivi e loro impatto sull'ambiente).

1.4. Organizzare e qualificare la rappresentanza. Nuovi diritti e nuove figure

Nell'ambito delle organizzazioni sindacali bisogna favorire, in questa fase iniziale di trasformazione, la crescita di figure specialistiche anche rispetto alla rappresentanza sindacale nei posti di lavoro.

Dobbiamo seguire la strada delle mobilitazioni in favore della salute e sicurezza nei posti di lavoro. In tutta Europa, grazie alla rilevanza del tema della tutela della salute dei lavoratori, abbiamo ottenuto l'istituzione di una rappresentanza specifica dei lavoratori, con diritti e spazi ben delineati di informazione, formazione e iniziativa sindacale nei posti di lavoro.

Anche per l'ambiente bisognerà acquisire una titolarità di rappresentanza diretta dei lavoratori nei posti di lavoro che purtroppo è strutturata ancora in pochi paesi europei.

L'esperienza del contratto nazionale dei lavoratori italiani nel settore della chimica, che ha unificato nel Rappresentante dei lavoratori della sicurezza anche la rappresentanza dei diritti di tutela ambientale del territorio da parte dei lavoratori, può costituire un'utile indicazione da estendere su scala europea.

A questa rappresentanza dovrebbe far capo la vigilanza dei lavoratori rispetto al perseguimento delle pratiche del miglioramento ambientale continuo (MAC) da parte dei datori di lavoro sia pubblici che privati. Il MAC dovrebbe costituire un tratto distintivo identificativo di tutte le attività economiche, a partire da quelle industriali a maggiore impatto ambientale in ambito europeo: una nuova carta di identità delle attività industriali in ambito europeo sulla base di un nuovo concetto di efficienza che includa le performance sociali e ambientali, e non solo quelle economiche. Tutti sanno che i lavoratori svolgono un ruolo chiave nel trasformare i modelli di produzione e consumo in quanto non sono solo lavoratori, ma anche consumatori e cittadini che compiono quotidianamente delle scelte.

Se l'obiettivo è quello di organizzare e qualificare la rappresentanza, le organizzazioni sindacali hanno una potenzialità enorme nel sensibilizzare e tutelare i lavoratori nella loro dimensione di cittadini rispetto alle questioni ambientali e di sviluppo sostenibile. Da questo punto di vista, alcuni dei casi studiati nell'ambito del progetto ne sono chiara testimonianza. Inoltre, investendo e lavorando in questa direzione si potrebbero recuperare spazi di rappresentanza attualmente occupati da altri soggetti (associazioni ambientaliste, comitati spontanei di cittadini), che spesso sono in grado soltanto di mobilitare energie, ma non di trasformarle in proposte, perché non hanno le competenze e le capacità organizzative per stare ai tavoli del confronto.

Talvolta i sindacati svolgono un ruolo di mediazione tra alcuni stakeholder grazie alla loro capacità di negoziare e sviluppare accordi.

2. Ambiente e responsabilità sociale

2.1. Crescita della responsabilità sociale delle imprese e dei territori

È necessario creare e sostenere un'autentica cultura e pratica della responsabilità sociale nelle imprese e nei territori. Coerentemente con le rinnovate impostazioni dell'Unione Europea e con la posizione della Confederazione Europea dei Sindacati, occorre sviluppare un approccio multistakeholder che integri, pur nella distinzione dei ruoli, la responsabilità sociale con la contrattazione collettiva e permetta al sindacato di svolgere il proprio ruolo strategico di cerniera, essendo presente contemporaneamente fuori e dentro le aziende. Occorre quindi andare oltre le frequenti mistificazioni e contraddizioni della responsabilità sociale delle imprese poiché non bisogna confondere la volontarietà con l'unilateralismo da parte delle imprese, ed integrare gli aspetti di tutela ambientale con quelli di equità sociale, democrazia economica, formazione permanente, legalità e trasparenza.

2.2. Crescita del valore del territorio

Coerentemente e sinergicamente all'approccio sulla responsabilità sociale**,** occorre radicare maggiormente lo sviluppo delle aziende nel territorio.

Il territorio deve recuperare una propria identità, la valorizzazione delle proprie risorse naturali, sviluppare e curare le proprie qualità valoriali, sociali e culturali.

L'industria e le attività economiche devono contribuire a questo processo: da un atteggiamento di rapina ad un'azione programmata di sviluppo sociale, economico, inclusivo e partecipato che tenga conto delle sfide ambientali.

Poiché la valorizzazione della dimensione locale, insieme alle iniziative della società civile, è fondamentale, occorre che le organizzazioni sindacali siano capaci di formulare proposte e suggerimenti di *policies*, relativamente ad al-

meno tre aspetti: cosa possono fare per favorire la crescita del valore del territorio; come incentivare o spingere le aziende e le loro associazioni di rappresentanza per convergere su obiettivi condivisi; cosa devono fare le istituzioni, dal livello europeo fino al livello locale, affinché la crescita del valore del territorio si traduca in qualcosa di concreto.

2.3. Sviluppare un approccio «multistakelholders» e salvaguardare il dialogo sociale

Data la complessità della questione ambientale, che per sua natura coinvolge ambiti e problematiche sociali, economiche, produttive, tecnologiche e geofisiche, il tradizionale confronto tra «due parti» (lavoratori e impresa, organizzazioni sindacali e datoriali) non è più sufficiente. Ciò non significa che il dialogo sociale non mantenga il suo ruolo di principale strumento per il miglioramento delle condizioni di lavoro e la risoluzione dei conflitti tra capitale e lavoro; ma il sindacato deve aprirsi e farsi promotore di un più vasto coinvolgimento di attori e soggetti che siano in qualche modo «portatori di interessi» ambientali nel territorio. La stessa accezione del termine «stakeholder» conduce in questa direzione: secondo William M. Evan e Edward R. Freeman, si definiscono infatti stakeholder tutti i soggetti che possono influenzare oppure che sono influenzati dall'impresa. L'impresa deve dunque tener conto anche di quanti non hanno potere diretto su processi e profitti, ma ne subiscono le conseguenze (come un impatto ambientale negativo). Per il sindacato, questo è un passaggio non semplice, ma che non deve essere considerato come una parziale perdita di potere decisionale e di rappresentanza: se dotato delle necessarie competenze e sensibilità, il sindacato anzi ha molti vantaggi dall'ampliamento del confronto, in quanto può proporsi come soggetto «cerniera» tra le istanze del lavoro e dell'occupazione e quelle della sostenibilità nel lungo termine delle attività economiche. La migliore prevenzione dei conflitti ambientali nel territorio nasce dall'impegno del sindacato e dei rappresentanti dei lavoratori a considerare sempre la trasparenza delle informazioni e l'anticipazione e prevenzione degli impatti come parte integrante della loro funzione sociale, e dalla capacità di mantenere nel tempo e di incoraggiare con continuità il più ampio dialogo con le istituzioni locali, le imprese e le associazioni locali a tutela del territorio, al fine di incrementare le possibili fonti di apprendimento reciproco e favorire la crescita di una cultura condivisa su queste tematiche.

Talvolta questo dialogo a livello locale è l'unica strada per assicurare una pacifica coesistenza di svariate attività con interessi in contrasto a livello territoriale.

2.4. Potenziare gli strumenti della certificazione, delle etichettature e della fiscalità

Se siamo di fronte ad una trasformazione globale dell'economia e del modo di concepire e volere il nuovo sviluppo, bisognerà sostenere tutti gli strumenti che

agevolano e premiano questa trasformazione come le certificazioni ambientali, e quelle europee in particolare come l'EMAS (Eco-Management and Audit Scheme), per i processi produttivi e le organizzazioni, e l'ECOLABEL per i prodotti.

Anche la fiscalità deve essere attentamente e decisamente riorientata per supportare e disseminare le buone prassi e per eliminare le sovvenzioni che creano danni alla biodiversità e agli ecosistemi coerentemente con il principio che «la tassazione non deve accrescere le diseguaglianze sociali». Principio presente nel testo della Confederazione Europea dei Sindacati: *The «Energy-Climate» package in Europe for 2020-2030*.

Il documento *The «Energy-Climate» package in Europe for 2020-2030: the ETUC's priorities for a Just Transition*, circa la «tassazione verde» e le quote di emissione (ETS)**,** propone inoltre:

■ un set-up di indicatori relativi alle emissioni inerenti i livelli di produzione nei settori ETS (cioè tonnellate di CO_2 per tonnellata di prodotto), per essere in grado di identificare come le emissioni vengono ridotte in Europa, se migliorando l'efficienza nell'industria o per ragioni diverse come la delocalizzazione della produzione verso paesi terzi;

■ migliore integrazione dell'impronta relativa agli idrocarburi in connessione ai beni, in particolare quando vengono imposte tassazioni relative ai consumi (tracciabilità degli idrocarburi e carbon tax);

■ accordi commerciali bilaterali che consentano di tassare i prodotti la cui impronta di idrocarburi superi il livello delle prestazioni degli impianti europei più efficienti del settore corrispondente, in conformità con il diritto commerciale internazionale;

■ come misura di ultima istanza, misure di adeguamento alle frontiere, in particolare per fornire una compensazione alle industrie votate all'esportazione e soggette a un costo aggiuntivo a seguito del «Quadro di riferimento europeo per il clima e l'energia nel 2030» in quanto devono competere sui mercati internazionali con aziende non esposte a simili costi. Tutto ciò nel rispetto del diritto del commercio internazionale;

■ supporto a misure di sostegno, tra cui gli aiuti di Stato, per le attività di interesse comune che siano essenziali per la transizione verso un'economia a basse emissioni di carbonio.

3. Dal locale al globale: le reti e le relazioni

3.1. Centri di servizi interni/esterni

Data l'ampiezza e la pervasività della tematica ambientale, è sempre più importante per il sindacato «fare rete» con gli altri «portatori di interesse» nel territorio e nel contesto globale. Ci sono molti modi per stare in una rete, uno dei quali passa attraverso la creazione di strutture specializzate (come Eco-

logia&Lavoro, CISL Italia, Idée Force e Syndex, CFDT Francia, Peco Institute, IG BAU Germania), capaci di creare «ponti» con le associazioni e istanze ambientali del territorio, e di sostenere con specifiche competenze la contrattazione collettiva. La disponibilità di expertise in questo campo è ormai indispensabile sia per elevare il livello del confronto negoziale e partecipativo tra le parti sociali, sia per dare continuità ad un proficuo dialogo con le associazioni ambientaliste, presenti ormai in modo diffuso e capaci di intervenire in molti campi, spesso contigui a quelli su cui opera il sindacato.

3.2. Un approccio win win*:*
luoghi di cooperazione strutturata tra le parti sociali

La sostenibilità ambientale è un tema fondamentale per l'evoluzione in senso partecipativo della contrattazione collettiva e delle relazioni sindacali. Gli organismi paritetici previsti dalla contrattazione collettiva nazionale, settoriale, territoriale ed aziendale, oltre agli enti bilaterali partecipati dalle parti sociali, devono essere messi in grado di rappresentare un luogo privilegiato di cooperazione strutturata in cui la sostenibilità ambientale sia vissuta come un approccio *win win* tra lavoratori, impresa e territorio.

3.3. Rete internazionale delle istituzioni regionali e parti sociali

Dal nostro progetto, in maniera informale e spontanea, è emersa un'altra opportunità per favorire la transizione verso la green economy. Le organizzazioni sindacali coinvolte possono sviluppare e dare linfa alla rete di relazioni, includendo all'interno del sistema i protagonisti delle buone pratiche nell'ambito delle imprese e nel rapporto con le istituzioni di livello territoriale e regionale.

La rete internazionale fra le organizzazioni sindacali, dunque, consentirà di realizzare un monitoraggio delle buone pratiche aziendali e delle istituzioni regionali sui temi della green economy orientato verso lo sviluppo sostenibile**,** e creare un collegamento e una verifica periodica di queste situazioni può favorire una diffusione e una crescita accelerata delle buone pratiche della green economy verso la green society**,** che includano anche il lavoro decente, lo sviluppo del benessere sociale e la riduzione delle disuguaglianze.

3.4. Azione sindacale europea e internazionale

La questione ambientale proietta l'azione sindacale necessariamente sul piano internazionale, in modo particolare per quanto riguarda la lotta ai cambiamenti climatici e alla perdita della biodiversità.

ETUC e ITUC sono fortemente impegnati in questo campo. I più recenti documenti sono:
1. *ETUC claims a sustainable EU energy policy* (2010)
2. *Europe's Energy Strategy 2011-2020: A Missed Opportunity?* (2011)

3. *ETUC declaration on industrial policy, energy and the fight against climate change* (2014)
4. *The «Energy-Climate» package in Europe for 2020-2030: the ETUC's priorities for a Just Transition* (2014)
5. *ITUC: Climate change is a trade union issue* (2014).

E se ci sono altri soggetti, come le associazioni ambientaliste, fortemente impegnati nella lotta ai cambiamenti climatici, le organizzazioni sindacali, per le loro caratteristiche e per la loro mission, possono garantire una efficace sintesi tra promozione della qualità sociale dello sviluppo e qualità ambientale.

In questo contesto, oltre all'azione delle Global Unions e dei CAE in sede europea, bisogna utilizzare al meglio anche alcune iniziative delle istituzioni internazionali come la campagna del «Global Compact», lanciato dalle Nazioni Unite nel 2009, ed altre campagne che si possono organizzare nell'ambito dell'ILO e dell'UNEP.

La questione ambientale, dunque, proietta l'azione sindacale in una dimensione internazionale, per il governo delle azioni per la lotta ai cambiamenti climatici, ma contestualmente crea un ancoraggio altrettanto forte alla dimensione locale, fondamentale per il presidio e la valorizzazione del territorio.

4. Nuova cultura e nuove competenze per i sindacalisti e per i lavoratori

4.1. Nuova cultura e nuove competenze professionali

Per essere innovatori ed essere efficaci rappresentanti del mondo del lavoro, i sindacalisti devono studiare molto e far crescere le nuove competenze professionali. I sindacalisti sono chiamati ad un duplice compito: da un lato devono essere capaci di acquisire le conoscenze e le competenze necessarie a favorire la transizione relativamente alla dimensione delle relazioni industriali. In questo senso, i casi studiati nell'ambito del progetto evidenziano come i sistemi di relazioni industriali diventano sempre più complessi, rendendo le competenze «tradizionali» spesso inadeguate. Dall'altro lato, i sindacalisti dovranno essere in grado di accompagnare e favorire lo sviluppo e la crescita di nuove professionalità sul mercato del lavoro, coerenti con i tratti distintivi dell'economia della circolarità e della responsabilità.

Tali obiettivi, certo non semplici da cogliere, si declinano da un lato nella realizzazione di percorsi formativi per sindacalisti; dall'altro in attività di lobbying da parte del sindacato nelle sedi deputate anche per orientare la formazione professionale.

Le caratteristiche di base delle nuove professionalità sono sostanzialmente due: alta specializzazione e alta capacità di integrazione con le altre competenze.

Sono dinamiche e caratteristiche professionali già presenti nelle attività

correnti, ma l'economia della circolarità e della responsabilità esalta la necessità della collaborazione e dell'integrazione delle competenze riguardo all'intero ciclo di vita di un prodotto, di un processo, di un assetto organizzativo.

Le attività di ricerca e dell'innovazione riguardano non solo le tecnologie, ma la stessa organizzazione del vivere sociale.

Un piccolo esempio indicativo dei nuovi processi organizzativi e sociali sono le esperienze sempre più diffuse del *car sharing* e del *car pooling*.

Creare una rete telematica per il *car pooling* è una soluzione adottata da alcune aziende per i propri dipendenti e da alcune associazioni per l'organizzazione di convegni, utile per contrastare il monolitico modello culturale della proprietà privata dei mezzi di trasporto.

Ad esempio in Francia alcune buone prassi si prefiggono di sviluppare basse emissioni per i trasporti e soluzioni negoziali pianificate per i bisogni legati alla mobilità.

4.2. L'ambiente: un tema trasversale alle politiche sindacali

Assumendo come centrale la tematica ambientale, il ruolo del sindacato si arricchisce di nuove e più pregnanti responsabilità, e spinge ad utilizzare un approccio di *Climate policy mainstreaming*, come stabilito dalla strategia «Europa 2020».

In questo senso, una nuova cultura sindacale (rispetto alle tematiche ambientali) dovrebbe essere visibile a livello di strategia generale dei sindacati, e dovrebbe «attraversare» tutte le politiche trattate dal sindacato (lavoro, investimenti, diritti umani, globalizzazione, ecc.). Non si può infatti confinare la questione ambientale come se fosse semplicemente una nuova tematica negoziale che si aggiunge a quelle tradizionali, in quanto essa è pervasiva e tende ad influenzare qualsiasi argomento siamo chiamati a discutere. Se parliamo di lavoro, dobbiamo porci il problema di come favorire la *just transition* e dunque garantire un «ponte» tra vecchi e nuovi mestieri e ruoli professionali anche nei settori tradizionali (da «rinverdire» o che si stanno «rinverdendo») e in quelli a più forte impatto ambientale. La proposta non è una mera quantificazione dei bisogni, ma anche l'identificazione delle competenze e delle qualifiche che realizzano un ponte tra diversi settori. Ciò vale sia per ambiti con scarsa intensità di forza lavoro, sia per attività verdi o attività che diventeranno tali con un alto potenziale di creazione di posti di lavoro. Se parliamo di investimenti, dobbiamo avere cura che fin dalla progettazione di nuovi impianti e nuove attività produttive sia posta la giusta attenzione alla loro piena sostenibilità nell'uso delle risorse primarie e nella gestione e riciclo di imballaggi, scarti e rifiuti; se parliamo di diritti umani e globalizzazione, non dobbiamo dimenticare la valenza universale della questione ecologica, e siamo dunque impegnati ad impedire che le delocalizzazioni si trasformino in una facile via per trasferire verso paesi più deboli produzioni altamente inquinanti e lavori insalubri o pericolosi per la salute e l'incolumità dei lavoratori e delle comunità locali.

4.3. Operare in direzione della «giusta transizione»

Just transition è un principio che il movimento sindacale internazionale è riuscito a fare inserire in alcuni documenti dell'ONU in occasione dei summit mondiali sul clima.

Come indicato nel documento *Posizione adottata da ETUC al Comitato Esecutivo* del 21-22 ottobre 2014, «ETUC sta promuovendo l'idea della giusta transizione, che da un lato è finalizzata a ridurre gli impatti negativi delle attività umane sul clima e l'ambiente, e dall'altro promuove il dialogo sociale, la partecipazione dei lavoratori, la protezione sociale e i diritti dei lavoratori».

Su queste dinamiche i sindacati rivendicano l'impegno congiunto di imprese e istituzioni a favorire la giusta transizione, vale a dire un'azione preventiva di programmazione e di accompagnamento dei lavoratori, dai lavori e dalle attività in declino ai lavori proiettati verso la crescita sostenibile, ma con l'accento posto nel favorire le nuove attività, il nuovo sviluppo.

Su questo punto, oltre a rivendicare l'impegno congiunto di imprese e istituzioni, le organizzazioni sindacali possono fare molto: questo ruolo attivo ce lo riconosce anche l'Europa, che ha molto investito nell'ultimo decennio con la consapevolezza che la *Just transition* non può avvenire in assenza di dialogo sociale. E i casi che abbiamo studiato nel progetto testimoniano in maniera evidente il ruolo cruciale che le organizzazioni sindacali hanno giocato a livello territoriale, soprattutto nelle situazioni di conflitto fra ambiente e lavoro.

4.4. Dare per primi il buon esempio: un sindacato ambientalmente responsabile

«Un grammo di buon esempio vale più di un quintale di parole». Come suggerisce questo proverbio, una nuova strategia e cultura sindacale, più attenta e sensibile a queste tematiche, dovrebbe anche essere evidente e riconoscibile attraverso «buone pratiche» interne: il sindacato dovrebbe infatti essere interessato a promuovere la sua stessa sostenibilità ambientale. Vi sono molti campi in cui il sindacato come organizzazione potrebbe migliorare la sua performance di sostenibilità. La politica degli acquisti, ad esempio, potrebbe essere condotta con l'obiettivo di orientare il consumo interno (e degli iscritti) verso prodotti verdi e consumi responsabili; la mobilità dei dirigenti e operatori sindacali (soprattutto in occasione di congressi e convegni di grande dimensione) dovrebbe tenere conto dell'impronta ecologica dovuta all'uso eccessivo di mezzi privati; l'efficienza energetica, il consumo di carta, la gestione dei rifiuti delle sedi sindacali potrebbero essere migliorate in funzione della efficiente gestione delle risorse. Molti altri esempi si potrebbero fare, ma alcune buone pratiche sono già presenti anche in alcuni casi studiati in questo progetto. È un cammino che dunque è già iniziato, e che dobbiamo percorrere con grande convinzione.

Conclusioni: la nostra missione

La nostra missione rimane la costruzione di una società più libera, giusta e solidale, e la green economy si presta più di altre stagioni e mode economiche di altri periodi a favorire la realizzazione dei nostri obiettivi in quanto contiene al suo interno intrinsecamente il concetto della responsabilità, che è un ingrediente fondante la società della giustizia, della solidarietà, della promozione dello sviluppo e della libertà umana.

Il sindacato deve rinnovarsi attraverso nuove modalità di azione in un'ottica di proattività e di visione a lungo termine.

L'attività sindacale verso la "green society"	
Tradizionale	*Innovativa*
Protezione dei lavoratori	Sviluppare prospettive future per l'impresa, la regione…
Salute e sicurezza	Consapevolezza crescente per le tematiche ambientali, fornendo conoscenza e saperi
Condizioni di lavoro	Partecipazione al processo di decisione politica in campi di azione non tradizionali (es. protezione climatica)
Contrattazione a due parti	Nuove coalizioni + alleanze (es. società civile)
Rafforzamento di competenze e capacità	Innovazione

"Queste linee guida sono state esposte ed approvate dai partner del progetto in occasione della conferenza finale tenutasi a Firenze il 16 e 17 dicembre 2014".

Leitlinien für die Gewerkschaftsinitiative in der Green Economy

Die industriellen Beziehungen stellten für Europa immer einen Mehrwert im internationalen Wettbewerb der herstellenden Industrie dar und leisten damit - verglichen mit allen anderen Wirtschaftsregionen der Welt - im Allgemeinen einen hohen Beitrag zum Schutz und zur Förderung der Würde von Arbeitnehmerinnen und Arbeitnehmern.

Das muss in Betracht gezogen werden wenn wir die neuen Herausforderungen der Green Economy annehmen. Sie ist der Garant dafür, dass die Errungenschaten unserer Zivilisation und unseres sozialen Fortschritts erhalten bleiben, die Errungenschaften unserer Zivilisation und unseres sozialen Fortschritts erhalten muss, um den anderen Wirtschaftsregionen der Erde die Aussicht auf erkennbaren sozialen Fortschritt zu eröffnen.

Green Economy bedeutet in erster Linie größere Verantwortung der Wirtschaft und der industriellen Aktivitäten. Künftige Generationen haben ein Recht auf Glück und Wohlstand. Das beginnt mit der Erfüllung lebensnotwendiger Bedürfnisse, die für die menschliche Existenz entscheidend sind. Zu diesen natürlichen Ressourcen gehört die Qualität von allem Existenziellen, von der Luft bis zum Wasser, von Lebensmitteln über die Medizin bis zur eindrucksvollen Artenvielfalt.

Die Green Economy muss mit der bewußten Orientierung an den Interessen zukünftiger Generationen gemanagt werden, mit der Weisheit, die natürlichen und materiellen Ressourcen angemessen und korrekt zu nutzen, die die zukünftigen Generationen brauchen um ihre Bedürfnisse zu befriedigen. Auch die menschlichen Ressourcen verdienen besseren Schutz in dieser Ökonomie, weil es die Menschen sind, die an der Schaffung von Gütern und Dienstleistungen beteiligt sind, die für das Wohlbefinden der Gesellschaft notwendig sind.

Die industriellen Beziehungen in der Green Economy und in der nachhaltigen Entwicklung können ein ausgezeichnetes Labor für Qualitätsentwicklung sein. Sie können sicherstellen, dass Ressourcen und Rohmaterialien sinnvoll genutzt werden, dass der Wert der menschlichen Ressourcen anerkannt wird und dass ein Nutzwert geschaffen wird, der wiederum eine ausbalancierte Verteilung des Kapitals auf Beschäftigte und die lokalen Gemeinschaften garantiert,

insbesondere in den Regionen, in denen Industrien angesiedelt sind und produzieren.

1. Verhandlungsablauf und Partizipationsprozess

1.1. Das Potenzial der Green Economy kennen, analysieren und verstehen

Der Begriff „Green Economy“ bezieht sich nicht mehr nur auf die Industriebranche der erneuerbaren Energien, auf den verantwortungsvollen Umgang mit den Wasserressourcen und auf andere im engeren Sinne grüne Aktivitäten. Mit dem Konzept der Kreislaufwirtschaft - im Gegensatz zur derzeitigen Wirtschaft des linearen Prozess-Produkt-Konzeptes - fasst eine industrielle und wirtschaftliche Logik Fu, die die bisherigen Paradigmen der Wirtschaft umkehrt.

Dieser Prozess befindet sich noch in seinen Anfängen und birgt viele neuen Implikationen, sowohl für die Transformation der aktuellen Logistik- und Organisationsstrukturen und der spezifischen Produktionsprozesse als auch für die intrinsischen Eigenschaften der Produkte selbst.

Die Geschäftswelt wird Zeuge - und wird Zeuge bleiben - eines Konflikts zwischen bestehenden und gerade entstehenden Interessen. Ein Beispiel dessen ist der Konflikt zwischen dem Einsatz fossiler Brennstoffe und erneuerbarer Energien. Wie auch immer, Gewerkschaften müssen einerseits über diesem Interessenkonflikt stehen, ihn studieren und die Bedeutung und die Herausforderung verstehen, als auch andererseits sich aktiv an der Transformation beteiligen mit einer Strategie, die auf der Idee der „Just Transition“ - des „gerechten Übergangs“ - beruht.

Anstatt uns von anderen Leuten ihre Interessen diktieren zu lassen sollten wir Protagonisten auf dem Spielfeld sein und wir sollten die vor uns liegenden Veränderungen erkennen und vorwegnehmen. Das neue Modell der zukünftigen Entwicklung ist deutlich anders als alle bisherigen: Es ist ein Paradigmenwechsel.

Bis vor ein paar Jahren wurde die Umwelt kaum in Unternehmensplänen erwähnt. Jetzt wird sie zu einem Schlüssel, zu einem bestimmenden Faktor und in vielen Fällen sogar zum ersten Punkt auf der Prioritätenliste. Dieser Trend wird sich in naher Zukunft verschärfen. Zivilgesellschaft und Gewerkschaften müssen eine Rolle darin spielen.

1.2. Innovativ sein und antizipieren

Kritische Umweltprobleme - angefangen bei den Phänomenen, die aus dem beschleunigten Klimawandel entstehen - werden immer schwerwiegender und verursachen zunehmende Schäden in der Gesellschaft. Folgen sind massive Auswirkungen auf das menschliche und soziale Leben, weil extreme Wetterphänomene an Zahl und Intensität zunehmen. Ebenso sehen wir uns dem welt-

weiten Massensterben diverser Arten gegenüber ohne zu wissen, wie wir das verhindern können.

Eine Antwort auf die wachsenden Umweltprobleme liegt in einer veränderten Sichtweise auf Produktion und Verbrauch. Gleichzeitig muss die Energieerzeugung weg vom bisherigen Vertrauen in fossile Energien, um die Risiken zu beseitigen, die mit ihrer Nutzung in Bezug auf den Klimawandel verbunden sind.

Um Umweltprobleme sowie die Folgen des Klimawandels zu bewältigen, müssen wir den Reichtum kultureller, technologischer, industrieller, organisatorischer und sozialer Innovation nutzen. Der Bedarf für diese Transformation ist umso dringender, wenn wir die aktuellen demografischen Trends betrachten: Ein Bevölkerungswachstum von 50 % bis Ende des Jahrhunderts ist vorausgesagt, die Bevölkerung wird von 6 Milliarden Menschen im Jahre 2000 auf über 9 Milliarden Menschen im Jahre 2100 ansteigen.

Dieses demografische Wachstum ist alarmierend wegen des Drucks, den es aufbauen wird gegenüber den natürlichen Umweltressourcen: Verfügbarkeit und Qualität von Süßwasser, Luftqualität in großen Ballungsgebieten, Verlust von Artenvielfalt und massive Abnutzung der ertragreichsten Nutzböden, aber auch mit durchschnittlich wesentlich höherem Konsum und Verminderung der Chancen auf Wohlbefinden auf dem ganzen Planeten.

Im Ergebnis wird der Umweltaspekt von Entwicklung, von wirtschaftlicher und sozialer Ordnung zu einer globalen Gefahr. An diesen Faktoren wird die Wettbewerbsfähigkeit derer gemessen werden, die sich durchsetzenden und die interessantesten Entwicklungsmodells liefern.

Europäische Gewerkschaftsorganisationen müssen gemeinsam mit anderen Organisationen der Zivilgesellschaft die Protagonisten und Schlüsselakteure dieser neuen Entwicklung sein.

Europa muss einen entscheidenden Beitrag leisten und auch weiterhin beispielgebend sein bei der Entwicklung der Zivilisation und des sozialen Fortschritts entlang der Verteilungs – und Partizipations-Linien.

1.3. "Teilnehmen" an der Green Economy: Plattform für Partizipation und Rolle der Gewerkschaft

Bekanntlich gibt es vielfältige Modelle der industriellen Beziehungen in der Europäischen Union. Aufgrund der besonderen Gegebenheiten in jedem Land sind die Bedingungen für ein zentrales Standardmodell erschwert. In einigen Ländern haben sich zentrale Modelle auf nationaler oder regionaler Ebene durchgesetzt während in anderen Ländern Verhandlungen in den Unternehmen eine stärkere Rolle spielen. Daher gibt es eine Reihe unterschiedlicher Arenen der realen Beteiligung für die Arbeitnehmervertreter, in denen sie in den einzelnen Ländern der Union sehr unterschiedlich agieren. Im Allgemeinen tendiert man zur Förderung der dezentralen Ebene mit dem Ziel, die spezifischen Probleme der Arbeitnehmer mit den Unternehmensinteressen in Einklang zu

bringen. Es ist notwendig, dass Gewerkschaften stärker an Entscheidungs- und Strategieprozessen beteiligt werden, die die Restrukturierung und organisatorische Innovation vonUnternehmen betreffen. Die im Rahmen des Projektes untersuchten Fälle zeigen die Bandbreite und Vielfalt der von den Sozialpartnern beschrittenen Wege, das ökologische Thema auf die traditionelle Tagesordnung der Verhandlungen zu bringen. In einigen Fällen versuchen die Unternehmen auf breiter Ebene (d.h. durch Abdeckung größerer geografischer Gebiete) die Auswirkungen der vorhersehbaren Veränderungen zu antizipieren, die Green Economy auf Arbeit und Produktionssysteme verursachen könnten: Zum einen planen sie Maßnahmen zur Umschulung der Arbeitnehmer, zum anderen geben sie veraltete, nicht-produktive, wettbewerbsuntaugliche oder ökologisch unhaltbare Produktionspläne auf. Teilweise verbessern sie ihre Umweltauswirkungen durch die Reduktion von Kosten und Abfall, die aus schlechtem Rohstoffmanagement stammen.

In anderen Fällen ermöglicht es der soziale Dialog auf regionaler Ebene, Wissen über die Zukunft von Beschäftigung, von Qualifikationen und von Kompetenzen zu erwerben, das in Zusammenhang steht mit Bedarfen, die aus neuen, umweltbewußten Transportpolitiken entstehen. Dieser Ansatz berücksichtigt die rechtlichen Anforderungen und die technologischen Entwicklungen um die Umweltziele zu erreichen (technische Entwicklungswege und Technologien, mit denen der Wert der Produktivität erhöhen soll). All dies ermöglicht die Entwicklung oder Verbreitung von sozialen Innovationen.

In einigen Fällen war die Rolle der Gewerkschaft die der Protagonistin. An vorderster Linie war sie in der Lage, erste Vorschläge für eine nachhaltige Entwicklung zu konzipieren, während in anderen Fällen Innovationsprojekte in ihrer Chronologie auf Management oder lokale Institutionen zurückzuführen sind. Aber in jedem Fall muss die Gewerkschaft Herausforderungen annehmen und sich als Partner des Wandels darstellen und dabei die Nutzung von Synergien zwischen Qualität der Arbeit und industrieller Qualität abschätzen. Und das speziell aus der Sicht ökologischer Nachhaltigkeit: Es muss deshalb nicht mehr „nur“ über die Qualität und Quantität der Arbeit in den Unternehmen debattiert werden, sondern auch darüber “was” produziert wird (Nachhaltigkeit der Produkte “von der Wiege bis zur Bahre”), und “wie” es produziert wird (Produktionsprozesse und ihre Auswirkungen auf die Umwelt).

1.4. Strukturierung und Qualifizierung von Arbeitnehmerinteressenvertretungen: Neue Rechte und Positionen

In dieser frühen Phase der Transformation sollten Gewerkschaften die Einbindung von (auch externen) Spezialisten in gewerkschaftliche Strukturen im Betrieb (soweit vorhanden) fördern. Wir müssen zugunsten von Gesundheit und Sicherheit am Arbeitsplatz weiter arbeiten. In ganz Europa haben wir Dank der Wichtigkeit des Themas „Gesundheitsschutz der Arbeitnehmer“ die Berufung spezieller Arbeitnehmervertreter und die Einrichtung spezieller Gremien durch-

setzen können mit ihren entsprechenden Rechten wie z.B. die auf Informationen und Fortbildung sowie gewerkschaftliche Initiativrechte am Arbeitsplatz. Vergleichbar muss eine direkte Umweltvertretung der Arbeitnehmer am Arbeitsplatz geschaffen werden, die bisher nur in wenigen europäischen Ländern existiert. So erweitert z.B. der Nationale Vertrag für Arbeitnehmer in der italienischen Chemiebranche die Kompetenzen der Arbeitnehmervertreter für Gesundheit und Sicherheit um die „Umweltschutzrechte für Arbeitnehmer auf regionaler Ebene". Das könnte ein nützliches Beispiel sein und als Modell für Europa ausgebaut werden.

Arbeitnehmer sollten an diese Vertreter berichten können, um sicherzustellen, dass öffentliche und private Arbeitgeber die Continuous Environmental Improvement (CEI) Standards anwenden. Continuous Environmental Improvement sollte ein eindeutiges unterscheidbares Merkmal für alle Wirtschaftsbranchen sein, angefangen bei denen mit den größten Auswirkungen auf die Umwelt. Die Europäische Industrie braucht eine neue Identität auf der Basis eines neuen Effizienzbegriffs, der nicht nur die ökonomische Effizienz berücksichtigt, sondern auch die soziale und ökologische. Es ist eine Binsenweisheit, dass Arbeitnehmer bei der Transformation von Modellen der Produktion und des Verbrauchs eine Schlüsselrolle spielen, da sie nicht nur Arbeitnehmer sind, sondern gleichzeitig auch Verbraucher und Bürger, die täglich Entscheidungen zu treffen haben.

Wenn wir Arbeitnehmervertretungen reorganisieren und qualifizieren wollen, dann haben Gewerkschaften ein enormes Potenzial in Bezug auf Schutz vor Umweltproblemen, bei der Sensibilisierung für Umweltfragen und bei nachhaltiger Entwicklung. Einige der recherchierten Fälle im Rahmen des Projektes verdeutlichen diesen Ansatz. Außerdem können wir, wenn wir in diese Richtung arbeiten und investieren, Aktionsfelder für uns zurückgewinnen, die derzeit von anderen Akteuren (Umweltgruppen, Bürgerinitiativen) besetzt sind, die zwar meistens in der Lage sind, Menschen zu mobilisieren, die aber daraus keine Vorschläge und Vorlagen machen können, die am Verhandlungstisch bearbeitbar sind. In anderen Fällen spielen Gewerkschaften eine Rolle bei der Vermittlung zwischen verschiedenen Stakeholdern, weil sie die organisatorische Kapazität haben, verhandeln zu können und Vereinbarungen zu erzielen.

2. Umwelt und soziale Verantwortung

2.1. Ausbau der gesellschaftlichen und regionalen Verantwortung von Unternehmen

Wir müssen daran mitarbeiten, eine echte Kultur und Praxis der gesellschaftlichen und regionalen Verantwortung von Unternehmen schaffen. Im Einklang mit den überarbeiteten EU-Plänen und der Position des Europäischen Gewerkschaftsbundes müssen wir einen Multi-Stakeholder-Ansatz entwickeln,

der soziale Verantwortung und kollektive Tarifverhandlungen zusammenbringt (bei klarer Definition der unterschiedlichen Rollen). Er muss es den Gewerkschaften ermöglichen, ihre Rolle als verbindendes Element zu übernehmen, die sowohl innerhalb als auch außerhalb des Unternehmens arbeiten. Daher müssen wir die häufigen Ausflüchte und Widersprüche überwinden, die mit CSR (Corporate Social Responsibility) verbunden sind: Unsere Intention darf auf keinen Fall verwechselt werden mit einseitigen Unternehmensentscheidungen, und auf jeden Fall müssen Umweltaspekte immer zusammen behandelt werden mit sozialer Gleichheit, Wirtschaftsdemokratie, lebenslangem Lernen, Rechtsstaatlichkeitt und Transparenz.

2.2. Wachsende Anerkennung des Lokalen und Regionalen

In Übereinstimmung mit dem Ansatz der gesellschaftlichen Verantwortung von Unternehmen sollte die Geschäftsentwicklung von Unternehmen regionaler verwurzelt werden.

Regionen müssen wieder ihre eigene Identität finden, müssen den Wert ihrer eigenen natürlichen Ressourcen erkennen und ihre eigenen Werte, ihre eigenen sozialen und kulturellen Güter entwickeln und pflegen. Industrie und Wirtschaft müssen zu diesem Prozess beitragen.

Wir müssen die vorherrschende Eroberer-Mentalität umarbeiten in einen strukturierten Plan für soziale, ökonomische inklusive und partizipative Entwicklung, die immer auch Umweltfragen einbezieht.

Da die lokale und zivilgesellschaftliche Dimension grundlegend ist, ist es notwendig, dass Gewerkschaften in der Lage sind, der Politik Vorschläge und Anregungen zu liefern für mindestens folgende drei Aspekte: Was kann getan werden, um das Bewußtsein für die wichtige Rolle der lokalen Dimension zu fördern? Wie fördert oder lenkt man Unternehmen und deren Verbände dahin, gemeinsamen Zielen zuzustimmen? Was müssen die offizielle Stellen und Behörden tun -von der europäischen Ebene bis zur lokalen Ebene - um diese gesteigerte Anerkennung des Lokalen und Regionalen in konkrete Aktivitäten umzusetzen?

2.3. Entwicklung eines “Multi-Stakeholders”-Konzepts und Sicherung des sozialen Dialogs

Die Umweltfrage ist extrem komplex und umfasst soziale, ökonomische, wirtschaftliche, produktive, technologische und geo-physikalische Themen. Deswegen reicht der traditionelle bilaterale Dialog (zwischen Arbeitern und Unternehmen, Gewerkschaften und Unternehmensverbänden) nicht mehr aus. Dies bedeutet nicht, dass der soziale Dialog seine Rolle als wichtigstes Handwerkzeug für die Verbesserung der Arbeitsbedingungen und die Lösung von Konflikten zwischen Kapital und Arbeit nicht behalten kann; aber die Gewerkschaften müssen sich öffnen und sich breiter als Akteure aufstellen, die im Um-

weltbereich auf lokaler und regionaler Ebene aktiv sind. Der Begriff "Stakeholder" führt in diese Richtung: Bei William M. Evan und R. Edward Freeman werden „Stakeholder" definiert als Subjekte, die Unternehmen beeinflussen oder von ihnen beeeinflusst werden. Das einzelne Unternehmen muss daher auch diejenigen berücksichtigen, die keinen direkten Einfluss auf Prozesse und Gewinne haben, aber von den Folgen betroffen sind (durch negative Auswirkungen auf die Umwelt zum Beispiel). Für die Gewerkschaft ist dies kein einfacher Schritt. Er sollte aber nicht als teilweiser Machtverlust bei Entscheidungen oder bei der Interessenvertretungsrolle der Gewerkschaften betrachtet werden. Wenn sie mit den nötigen Kompetenzen und und dem nötigen Wissen ausgestattet sind, können Gewerkschaften tatsächlich viele Vorteile aus der Erweiterung des Dialogs ziehen, da sie als "Scharnier" fungieren können zwischen den Instanzen Arbeit und Unternehmen auf der einen Seite sowie denen, die an der langfristigen Nachhaltigkeit wirtschaftlicher Aktivitäten arbeiten andererseits. Der beste Weg zur Vermeidung von Umweltkonflikten in der Region ist für Gewerkschaften, sich dort frühzeitig zu engagieren. Für Interessenvertretungen von Arbeitnehmern ist es eine zentrale Aufgabe im Unternehmen, sich für Transparenz von Informationen einzusetzen und Umweltfolgen vorwegzunehmen oder sie sogar zu vermeiden.

Gewerkschaften müssen sich frühzeitig hierzu verpflichten. Sie müssen weiterhin einen umfassenden Dialog mit lokalen Institutionen, Unternehmen und Verbänden führen, um die potenziellen Felder gegenseitigen Verstehens zu definieren und zu vervielfachen und um einen gemeinsamen Zugang zu diesen Themen zu finden.

Manchmal ist dieser lokale Dialog die einzige Möglichkeit, eine friedliche Koexistenz von Aktivitäten zu sichern, auch wenn gerade auf lokaler Ebene entgegengesetzte Interessen vertreten werden.

2.4. Zertifizierungen, Kennzeichnungen und Steuerwesen stärken

Wir sind Zeugen sowohl einer weltweiten Transformation der Wirtschaft als auch der Wege, diese Transformation zu erreichen und zu verstehen. Deshalb müssen wir alle Handwerkszeuge nutzen, die diesen Übergang erleichtern und fördern, wie zum Beispiel Zertifizierungen im Umweltbereich, vor allem europäische wie etwa Emas (Eco-Management and Audit Scheme für Organisations- und Produktionsprozesse) und das Eco-Label (für Produkte).

Auch die Besteuerung sollte vorsichtig und deutlich umgelenkt werden, um bewährte Verfahren und ihre Verbreitung zu unterstützen. Subventionen, die Schäden an Biodiversität und Ökosystemen anrichten, sind zu streichen. Dabei muss der Grundsatz berücksichtigt werden, dass die Besteuerung nicht soziale Ungleichheiten stärken darf, wie es im Protokoll des Europäischen Gewerkschaftsbundes "zum "Energie-Klima Paket Europa 2020-2030" festgeschrieben ist.

Das Dokument: "Das 'Energy-Climate' Paket Europa für 2020-2030: die

Prioritäten des EGB für einen Gerechten Übergang", über "grüne" Besteuerung und Emissionensquoten (ETS) schlägt vor:

■ Aufbau von Indikatoren, die die Emissionen in Bezug setzen zu den Produktionsmengen in ETS Sektoren (Tonnen CO_2 pro Tonne Produkt), um damit festzustellen, wie Emissionen in Europa reduziert werden, sei es durch Verbesserung der Industrie-Effizienz oder aus anderen Gründen wie der Produktionsverlagerung in Drittländer;

■ Eine bessere Einbindung des CO_2-Fußabdrucks von Produkten wenn Konsumentensteuern erhoben werden (Rückverfolgbarkeit von Kohlenstoffen sowie CO_2-Steuer);

■ Bilaterale Handelsabkommen - konform zum internationalen Handelsrecht - die die Erhebung von Steuern auf Produkte ermöglichen, deren CO_2-Fußabdruck das Leistungsniveau der effizientesten Anlagen des entsprechenden europäischen Bereiches überschreiten;

■ Es sollte über Anpassungsmaßnahmen an den Grenzen (Steuern) nachgedacht werden, insbesondere als Entschädigung für exportorientierte Industrien bei zusätzlichen Kosten durch den "Europäischen Referenzrahmen für Klima und Energie im Jahr 2030", da auf den internationalen Märkten mit Unternehmen konkurriert werden muss, die ähnliche Kosten nicht tragen müssen. Letzteres sollte gemäß dem internationalen Handelsgesetzrecht umgesetzt werden;

■ Unterstützungsmaßnahmen - einschließlich staatlicher Beihilfen - für Aktivitäten im gesellschaftlichen Interesse, die wesentlich zum Übergang zu einer kohlenstoffarmen Wirtschaft beitragen.

3. Vom Lokalen zum Globalen: die Netzwerke und Beziehungen

3.1. Interne/externe Servicezentren

Angesichts der breiten und querschnittsmäßigen Herausforderungen im Umweltbereich wird es für die Gewerkschaften immer wichtiger, sich mit anderen Organisationen aus diesem Bereich regional und global zu vernetzen. Es gibt viele Möglichkeiten dazu, eingeschlossen die Schaffung von Spezialistennetzwerken (wie z.B. dem Peco-Institut - IG BAU in Deutschland; Ecologia & Lavoro, CISL in Italien; Idée Force oder Syndex, CFDT in Frankreich) die sowohl Brücken bauen können zu Umweltverbänden und zu regionalen Einrichtungen als auch spezielle Kompetenzen anbieten, die in Tarfverhandlungen nützlich sein können. Der Zugang zu Expertise ist in diesem Bereich unverzichtbar geworden, einerseits um das Niveau der Verhandlungen zwischen den Sozialpartnern und das Niveau der Partizipation zu erhöhen, andererseits um den Dialog mit Umweltgruppen zu führen, die mittlerweile überall auftauchen und an verschiedenen Fronten kämpfen, häufig an denselben Fronten, an denen auch die Gewerkschaften arbeiten.

3.2. Eine Win-win-Situation: Plattformen für strukturierte Zusammenarbeit zwischen den Sozialpartnern

Ökologische Nachhaltigkeit ist ein zenrales Thema für die partizipative Entwicklung von Tarifverträgen und Arbeitsbeziehungen. Sowohl die vereinbarten partizipativen Organe, die für nationale, regionale bzw. territoriale und betriebliche Gewerkschafts- und Unternehmensverhandlungen eingerichtet worden sind als auch die teilnehmenden bilateralen Einrichtungen der Sozialpartner müssen eine spezielle Plattform für strukturierte Zusammenarbeit finden, auf der die ökologische Nachhaltigkeit als ein Win-Win-Konzept zwischen Arbeitnehmern, Unternehmen und Region wahrgenommen und verhandelt wird.

3.3. Internationales Netzwerk von regionalen Institutionen und Sozialpartnern

Als ein Ergebnis aus unserem Projekt hat sich spontan und informell eine weitere Möglichkeit ergeben, denÜbergang zur Green Economy zu erleichtern. Die beteiligten Gewerkschaften können ein Netzwerk von Beziehungen entwickeln und erhalten, einschließlich jener, die die best-practice-Bespiele für Unternehmen fördern und auch jener zu lokalen und regionalen Behörden.

Durch die internationale Vernetzung der Gewerkschaften sind wir in der Lage, in denUnternehmen und in den Regionen gute Beispiele grüner Ökonomie und nachhaltiger Entwicklung zu identifizieren. Durch diese Anknüpfungspunkte und eine regelmäßige Überprüfung der Situation dort können wir auch besser und schneller die best-practice-Beispiele für nachhaltige Entwicklung in einer grünen Ökonomie streuen. Das schließt gute menschenwürdige Arbeit, Lebensqualität, Reduzierung sozialer Ungleichheit ein und wir bewegen uns in Richtung Green Economy genauso wie wir uns in Richtung Green Society bewegen.

3.4. Europäische und internationale gewerkschaftliche Aktionen

Wenn Gewerkschaften an Umweltthemen arbeiten wollen müssen sie auf internationaler Ebene arbeiten, besonders wenn sie gegen den Klimawandel und den Verlust der Artenvielfalt kämpfen wollen. Der EGB und der IGB sind in diesem Bereich bereits sehr engagiert. Die jüngsten Dokumente sind:
1. Der EGB fordert eine nachhaltige Energiepolitik der EU (2010)
2. Europas Energie-Strategie 2011-2020: Eine verpasste Chance? (2011)
3. EGB-Erklärung zu Industriepolitik, Energie und Kampf gegen den Klimawandel (2014)
4. Das europäische 'Energie-Klima' Paket für 2020-2030: Prioritäten des EGB für die *Just Transition* (2014)
5. IGB: Klimawandel ist ein Thema der Gewerkschaft (2014).

Während andere Gruppierungen wie z.B. Umweltverbände im Kampf gegen den Klimawandel bereits startk engagiert sind, können die Gewerkschaften aufgrund ihres Wesens und ihres Leitbildes sicherstellen, dass die soziale Dimension der Entwicklung zusammen mit der Umweltdimension bedacht und dass beides nur zusammen diskutiert wird.

In diesem Zusammenhang müssen wir neben den Aktivitäten der globalen Gewerkschaften und der Europäischen Betriebsräte auch alle Initiativen von internationalen Institutionen wie die “Global Compact” Kampagne bestmöglich nutzen, die von den Vereinten Nationen im Jahr 2009 ins Leben gerufen wurde, sowie andere Kampagnen, die im Rahmen der ILO und der UNEP (*United Nations Environment Programme*) stattfinden können.

Die Umweltfrage treibt daher die gewerkschaftlichen Aktivitäten in die internationale Dimension, da Gewerkschaften jetzt auch gegen den Klimawandel kämpfen müssen. Gleichzeitig verwurzelt sie das aber auch genauso stark in ihrem lokalen Umfeld, was wiederum entscheidend ist, wenn das lokale Umfeld geschützt und respektiert wird.

4. Neue Kultur und neue Kompetenzen für Gewerkschafter und Arbeitnehmer

4.1. Neue Kultur und neue Kompetenzen

Um Innovatoren und effektive Vertreter der Arbeitswelt sein zu können, müssen Gewerkschafter viel Analyse betreiben und neue professionelle Fähigkeiten entwickeln.

Gewerkschafter haben zwei Aufgaben: Einerseits müssen sie sich Kenntnisse und Fähigkeiten aneignen, die die „Just Transition”, den gerechten Übergang, in den industriellen Beziehungen erleichtern. Die hier erarbeiteten Fallstudien zeigen, wie zunehmend komplex das System der industriellen Beziehungen wird und wie die „traditionellen“ Kompetenzen häufig unangemessen hinter den Anforderungen zurückbleiben. Andererseits müssen Gewerkschafter in der Lage sein, die Entwicklung und das Wachstum zu unterstützen und neue Berufsbilder im Arbeitsmarkt zu fördern, die zu den Anforderungen der zirkulären und verantwortlichen Wirtschaft passen.

Diese Ziele, wenngleich schwer zu erreichen, müssen von zwei Seiten angegangen werden: durch die Organisation von Qualifizierungen für Gewerkschaftsmitglieder und durch geeignetes Lobbying auf den jeweiligen Plattformen, um sicherzustellen, dass das Training/die Fortbildung auch den Werten der zirkulären und verantwortlichen Ökonomie entspricht.

Die neuen Berufe haben zwei grundlegende Charakteristiken: erstens einen hohen Grad an Spezialisierung und zweitens die Möglichkeit, andere Kompetenzen und Fertigkeiten zu integrieren. Viele dieser beruflichen Merkmale sind bereits in aktuellen Berufsbildern vorhanden. , Die zirkuläre und verantwortliche

Ökonomie macht jedoch Kooperation und feldübergreifende Kompetenzen noch wichtiger durch die Anforderungen, die sich aus der Orientierung am kompletten Lebenszyklus von Produkten, Prozessen und Organisationsstrukturen ergeben.

Forschung und Innovation dürfen nicht nur an Technologien orientiert sein, sondern müssen sich auch am sozialen Kontext orientieren. Die zunehmend erweiterten Optionen für „Carsharing“ und Fahrgemeinschaften können als kleines deutliches Beispiel angesehen werden für die neuen organisatorischen und sozialen Prozesse. Einige Unternehmen und Vereine haben sich z.B. entschieden, digitale Plattformen für Fahrgemeinschaften für ihre Mitarbeiter bereitzustellen, um Konferenz-Transporte zu organisieren. Diese passende und praktische Lösung steht in Kontrast zum vorherrschenden kulturellen Modell des privaten Transports. In Frankreich beispielsweise zielen einige best practice-Beispiele darauf ab, schadstoffarme Transportmöglichkeiten zu entwickeln und Lösungen für bestehende Bedarfe an Mobilität in Mobilitätsplänen zu vereinbaren.

4.2. Die Umwelt: Querschnittsthema für die Gewerkschaftspolitik

Wenn ökologische Themen priorisiert werden, dann wird die Rolle der Gewerkschaft erweitert um eine neuere und treibendere Verantwortung. Sie werden dazu gezwungen, einen Ansatz zu übernehmen, der die Klimapolitik in den Mainstream rückt, wie im “Europa 2020” Plan vorgesehen.

Folglich sollte in der Gewerkschaftsstrategie eine neue Kultur bezüglich Umweltthemen deutlich werden. Sie sollte quer liegen zu sämtlichen gewerkschaftlichen Politikfeldern wie Beschäftigung, Investitionen, Menschenrechte, Globalsierung usw. In der Tat kann man Umwelt nicht so behandeln als wäre sie lediglich ein neues Verhandlungspaket zusätzlich zu den Dauerthemen. Sie ist ein Querschnittsthema und beeinflusst damit alle anderen Themen. Wenn wir über Beschäftigung diskutieren müssen wir in Betracht ziehen, wie wir die Just Transition fördern und wir müssen Brücken bauen zwischen den alten und neuen Arbeitsplätzen und Berufsbildern, einschließlich der traditionellen Branchen (die umweltfreundlicher werden müssen oder die gerade umweltfreundlicher werden) und der Branchen mit größerem Einfluss auf die Umwelt. Der Sinn liegt nicht nur in der Quantifizierung von Bedarfen sondern auch in der Identifizierung von Fertigkeiten und Qualifikationen, die Brücken bauen können zwischen Branchen mit geringer Auswirkung auf umweltfreundliche Aktivitäten einerseits und umweltfreundlichen Aktivitäten mit großem Potential für die Schaffung von Arbeitsplätzen andererseits. Wenn wir über Investitionen sprechen müssen wir von der ersten Planungsphase für neue Maschinen und Produktionsprozesse an sicherstellen, dass die Frage ausreichend geklärt wird, ob sie nachhaltig sind in Bezug auf Ressourcenverbrauch und auf das Management von Verpackung und Abfall oder nicht. Wenn wir über Menschenrechte und Globalisierung sprechen, dürfen wir die universelle Bedeutung der Umwelt

nicht vergessen und uns dazu bekennen, Standortverlagerungen zu verhindern, die als einfacher Weg genutzt werden, um hochgiftige Produktion oder Arbeitsbedingungen in schwächere Länder zu transferieren und die würdelos oder potentiell schädlich sind für Gesundheit oder Sicherheit der Arbeitnehmer dort oder für die Allgemeinheit.

4.3. Hinarbeiten auf einen gerechten Übergang zu einer nachhaltigen Wirtschaft ("Just Transition")

Das Prinzip der "Just Transition" (des „Gerechten Übergangs") wurde bei Klimaweltgipfeln durch die internationale Gewerkschaftsbewegung erfolgreich in verschiedene UN-Dokumente eingebracht

Wie festgehalten in dem Dokument "EGB-Standpunkt angenommen vom EGB-Exekutivausschuss" am 21.-22. Oktober 2014, fördert der EGB die Idee der „Just Transition". Diese Idee zielt darauf ab, sowohl die negativen Auswirkungen menschlicher Aktivitäten auf Klima und Umwelt zu reduzieren als auch den sozialen Dialog zu fördern und ebenso Arbeitnehmer-Beteiligung, gute Arbeit, das Recht auf Bildung, Sozialschutz und nicht zuletzt Arbeitnehmerrechte.

In diesem Kontext fordern Gewerkschaften die Unternehmen und Institutionen auf, sich zur Just Transition zu bekennen. Das heißt, sowohl vorbeugende Planungen einzuleiten als auch beide zu unterstützen: die Arbeitnehmer in Branchen, die sich im Rückgang befinden und gleichzeitig solche, die sich in Richtung nachhaltiger Entwicklung bewegen.

Zusätzlich zur Anfrage an die Unternehmen und Institutionen, sich zu verpflichten, können Gewerkschaften noch eine Menge mehr tun. Diese aktive Rolle wird selbst auf europäischer Ebene anerkannt, von wo aus in den letzten zehn Jahren viel investiert wurde in dem Verständnis, dass die "Just Transition" nicht ohne sozialen Dialog funktioniert. Die im Projekt erhobenen Fallstudien zeigen deutlich die entscheidende Rolle, die Gewerkschaften auf lokaler Ebene gespielt haben, vor allem bei Konflikten zwischen Umwelt und Arbeit.

4.4. Mit gutem Beispiel voran: Umweltverantwortliche Gewerkschaften

"Ein gutes Beispiel sagt mehr als tausend Worte". Folglich sollte eine neue Gewerkschaftsstrategie und -kultur, die diesen Fragen gegenüber sensibler und aufgeschlossener ist, als klare und erkennbare Strategie und Richtlinie der Gewerkschaften eingeführt werden und sie sollte durch interne "gute Praktiken" unterlegt sein. Die Gewerkschaften sollten verstärktes Interesse daran haben, die eigene ökologische Nachhaltigkeit zu fördern. Es gibt viele Bereiche, in denen Gewerkschaften als Organisationen ihren öffenlichen Auftritt zum Thema „Nachhaltigkeit" verbessern könnten; Im gewerkschaftlichen Beschaffungswesen könnten beispielsweise die Ziele formliert werden, häufiger „grüne Produkte" zu nutzen und verantwortungsvoller zu verbrauchen; Bei Fahrten zu Ta-

gungen, Konferenzen etc. sollten die Kosten des ökologischen Fussabdrucks privater PKW-Nutzung bedacht und entsprechend öfter öffentliche Verkehrsmittel genutzt werden; Energieeffizienz, Papierverbrauch, Abfallwirtschaft in gewerkschaftseigenen Häusern könnten mit Blick auf effizienteren Umgang mit den Ressourcen verbessert werden. Es gibt zweifellos viele weitere Beispiele, aber einige gute Beispiele sind schon in den in unserem Projekt untersuchten Fallstudien vorhanden. Wir haben bereits einige Fortschritte auf diesem Wege gemacht und müssen ihn nun mit großer Überzeugung weitergehen.

Schlussfolgerungen: Unsere Mission

Unsere Mission bleibt die Gleiche: Die Schaffung einer gerechteren, solidarischeren und einigeren Gesellschaft. Die Green Economy bietet sich mehr als alle anderen Richtungen und ökonomischen Modeströmungen anderer Zeiten zum Erreichen unserer Ziele an, da sie von Natur aus den Begriff der „Verantwortlichkeit“ enthält, der ein fundamentaler Bestandteil einer Gesellschaft ist, in der Gerechtigkeit, Solidarität, Förderung der Entwicklung und Freiheit der Menschen sich durchsetzen.

Arbeitskampfmaßnahmen	
Traditionell	*Innovativ*
Schutz der Arbeitnehmer	Entwicklung von Zukunftsaussichten für die Unternehmen, die Region…
Gesundheitsschutz und Arbeitssicherheit	Wachsendes Bewusstsein für Umweltfragen, Bereitstellung von Wissen und know-how.
Arbeitsbedingungen	Beteiligung am politischen Entscheidungsprozess in nichttraditionellen Arbeitsfeldern (z.B. Klimaschutz)
Zwei-Parteien-Verhandlung	Neue Koalitionen und Allianzen (zum Beispiel Zivilgesellschaft)
Stärkung der Kompetenzen und Fertigkeiten	Innovation

„Diese Leitlinien wurde während der Abschlusskonferenz des Projektes in Florenz am 16. und 17. Dezember 2014 vorgestellt und durch die Projektpartner genehmigt”

Lignes directrices pour l'initiative syndicale de l'économie verte

Les relations professionnelles dans les secteurs industriels en Europe ont toujours été, et continuent d'être, un atout pour la compétitivité industrielle et contribuent généralement à établir des normes élevées de protection et de promotion de la dignité des travailleurs par rapport aux autres régions économiques du monde.

Cette considération mérite d'être gardée à l'esprit pour appréhender le nouveau défi de l'économie verte, qui doit être en mesure de confirmer cette spécificité de notre civilisation et du progrès social afin d'offrir aux autres zones économiques de la planète un cadre de référence pour le progrès social.

Tout d'abord, l'économie verte nécessite un plus grand sens de responsabilité dans l'économie et les activités industrielles à l'égard des droits au bonheur et à la prospérité des générations futures. Cela suppose d'être en mesure de bénéficier des biens élémentaires pour l'existence humaine qu'apportent les ressources naturelles: la qualité de l'air, des ressources en eau, des ressources alimentaires, des médicaments, y compris toutes les ressources exceptionnelles offertes par la biodiversité.

L'économie verte doit être développée en gardant à l'esprit l'intérêt des générations futures. Cela oblige à s'assurer au présent d'une utilisation maîtrisée et responsable des ressources naturelles et matérielles afin que les générations futures puissent également répondre à leurs propres nécessités. Elle doit donc être en mesure de protéger les ressources humaines actuelles, d'autant plus si elles sont utilisées pour la création de biens et de services essentiels afin d'assurer le bien-être de la société.

Les relations professionnelles sur l'économie verte et le développement durable peuvent être le levier par excellence pour: promouvoir le développement de la qualité; garantir que les ressources et les matières premières soient utilisées à bon escient; s'assurer que la valeur des ressources humaines soit reconnue; que la valeur ajoutée crée soit répartie de manière équilibrée entre la rémunération du capital, les salariés et la communauté du territoire dans lequel ils opèrent.

1. Le processus de négociation et de participation

1.1. Identifier, étudier et comprendre le potentiel de l'économie verte

Le terme «économie verte» ne désigne plus uniquement l'industrie des énergies renouvelables, une bonne gestion des ressources en eau ou d'autres activités purement «vertes». Avec le concept de l'économie circulaire, qui diffère d'une économie basée sur le concept processus-produit linéaire, une nouvelle logique industrielle et économique apparait, qui bouleverse les paradigmes économiques précédents.

Cette évolution n'en est qu'à ses débuts et induit de nombreuses implications nouvelles dans la transformation de la structure même de l'organisation logistique et des activités actuelles, comme pour les processus de production spécifiques, ainsi que pour la nature intrinsèque des produits eux-mêmes.

Le monde des affaires est témoin d'une opposition qui durera encore quelques temps entre, d'une part, les intérêts préexistants, ceux de l'industrie des combustibles fossiles et, d'autre part, ceux qui émergent maintenant, des industries du solaire, de l'éolien et de l'eau, pour ne citer que l'exemple de l'énergie. Cependant, les syndicats doivent s'élever au-dessus de ces conflits d'intérêts, afin d'étudier et comprendre toutes les significations et les conséquences de ce défi. De même, ils doivent participer activement au changement avec une stratégie basée sur la «Transition juste».

Ils ne doivent donc pas se laisser dicter par d'autres leurs intérêts, mais doivent être des protagonistes dans tous les secteurs d'activité, en analysant et anticipant les mutations en cours. Car le nouveau modèle de développement est extrêmement important: c'est un véritable changement de paradigme pour notre société.

Il y a de cela quelques années, le facteur «environnement» était rarement mentionné dans les stratégies des entreprises. Aujourd'hui il devient un facteur décisif et déterminant, et dans de nombreux cas, il est même au premier rang des priorités. Il le sera encore plus dans l'avenir immédiat. La société civile et les syndicats ont un rôle à jouer à cet égard.

1.2. Innover et anticiper

Les enjeux sensibles liés aux problématiques environnementales sont apparus avec les phénomènes liés à l'accélération du changement climatique, qui aujourd'hui se multiplient, causant des coûts sociaux et humains croissants. Ces coûts augmentent de plus en plus en raison de l'augmentation en nombre et en intensité des phénomènes météorologiques extrêmes.

La réponse à ces problèmes de plus en plus graves pour l'environnement a été d'envisager la production et la consommation dans une perspective différente. En même temps, la production d'énergie doit limiter sa dépendance aux combustibles fossiles, afin d'éliminer les risques liés au changement climatique.

Pour résoudre ces problèmes environnementaux majeurs et notamment ceux liés au changement climatique, une forte innovation culturelle, technologique, industrielle, organisationnelle et sociale est requise. La nécessité de cette transformation apparaît d'autant plus urgente, lorsqu'on considère les dernières tendances de la croissance démographique: une hausse de 50% est prévue d'ici la fin du siècle, faisant passer la population mondiale de 6 milliards d'individus au début des années 2000 à plus de 9 milliards d'ici 2100. Cette croissance démographique est très préoccupante, non seulement pour l'environnement en raison de la pression qu'elle exercera sur les ressources naturelles telles que la disponibilité et la qualité de l'eau douce, la qualité de l'air dans les grandes régions urbaines métropolitaine, la perte de biodiversité et l'artificialisation de terres agricoles rentables…), mais aussi du point de vue de la hausse des besoins d'accès la consommation et des opportunités de bien-être dans le monde.

Par conséquent, la dimension environnementale du développement et de l'organisation économique et sociale devient une urgence mondiale. Aussi la compétitivité et l'attractivité des meilleurs modèles de développement seront mesurées à partir de ces critères.

Les syndicats européens, ainsi que d'autres associations de la société civile européenne, doivent être des protagonistes et des acteurs de ce nouveau modèle de développement.

L'Europe doit apporter une contribution significative en continuant de donner l'exemple: il s'agit de bâtir un modèle de progrès social et de société au travers des systèmes reditributifs et participatifs.

1.3. «Prendre soin» de l'économie verte: processus de participation et rôle des syndicats

Comme nous le savons, les modèles de relations professionnelles au sein de l'Union européenne varient fortement en raison des situations spécifiques de chaque pays qui rendent difficile l'établissement d'un modèle standard. Certains pays ont des modèles centralisés, soit au niveau national ou régional, tandis que dans d'autres, la négociation d'entreprise joue un rôle plus important. Par conséquent, il y existe une variété d'espaces dédiés à la participation des représentants des travailleurs dans les différents pays de l'Union européenne. Quoiqu'il en soit, nous assistons partout à la progression du niveau décentralisé de participation et de négociation, dans le but de lier les réponses aux problèmes des travailleurs avec celles plus spécifiques à chacune des entreprises. Il est nécessaire que les membres des organisations syndicales puissent être plus impliqués dans les procédures de prise de décisions et les choix stratégiques concernant les restructurations et l'innovation organisationnelle dans les entreprises. Les cas étudiés dans le cadre de ce projet démontrent l'ampleur et la diversité des approches adoptées par les partenaires sociaux pour intégrer les questions environnementales dans l'ordre du

jour traditionnel de l'entreprise. Dans certains cas, les entreprises tentent d'«anticiper» à une grande échelle (c'est à dire couvrant de larges zones géographiques) les effets des changements prévisibles que l'économie verte pourrait apporter aux systèmes de production et de travail, en élaborant des mesures visant à faciliter la requalification des travailleurs et l'élaboration de plans de transformation des systèmes de production obsolètes, non compétitifs ou écologiquement non viables, en améliorant leur performance écologique et en réduisant les coûts et gaspillages qui découlent d'une mauvaise gestion des matières premières.

Dans d'autres cas, un dialogue social au niveau régional favorise l'acquisition des connaissances sur l'emploi futur, les besoins en qualifications et en compétences liés à des politiques de mobilité responsable. Cette approche prend en compte les exigences réglementaires et les évolutions technologiques qui permettent d'atteindre les objectifs environnementaux (évolutions des techniques, des routes technologiques et des technologies qui contribuent à augmenter la valeur ou la productivité). Elle permet de développer et de diffuser l'innovation sociale.

Dans certains cas, les syndicats ont agi en tant qu'acteurs de premier plan, en capacité de concevoir des propositions originales pour soutenir le développement durable, tandis que dans d'autres cas, la direction de l'entreprise ou les institutions locales ont été à l'initiative de projets innovants. Quoiqu'il en soit, dans tous les cas les syndicats doivent relever le défi et agir en tant que partenaires avec d'autres, face au changement qui s'opère, en analysant et en favorisant les synergies potentielles entre des procédés industriels et des emplois de qualité. C'est aussi valable du point de vue d'une gestion durable de l'environnement. Bref, il ne suffit plus de simplement négocier sur la qualité et la quantité des emplois dans l'entreprise, mais aussi de s'occuper de «ce» que l'entreprise produit (produits durables «du berceau à la tombe») et «comment» elle produit (procédés de fabrication et leur impact sur l'environnement).

1.4. Structuration et qualification de la représentation. Nouveaux droits et missions

Au cours de cette phase initiale de la transformation, les syndicats doivent favoriser l'émergence de profils professionnels de spécialistes, y compris dans la représentation syndicale et sur le lieu de travail. Nous devons continuer à agir pour améliorer la santé et la sécurité au travail. Partout en Europe, grâce à l'importance accordée à la question de la protection de la santé des travailleurs, nous avons réussi à obtenir la création d'une représentation spécifique des salariés, sur ce sujet, avec des droits et des plates-formes dédiées d'information, de formations et d'actions syndicales sur le lieu de travail. Pour l'environnement aussi, nous avons maintenant besoin d'obtenir des droits à une représentation directe des travailleurs sur les lieux de travail, car malheureusement cette représentation n'existe que dans quelques pays d'Europe.

Le contrat national des travailleurs italiens du secteur chimique a donné aux représentants des travailleurs en matière de santé et de sécurité, la compétence de représenter également les droits des travailleurs en matière de protection de l'environnement sur leur territoire. Cela pourrait servir de bon exemple comme un modèle à déployer au niveau européen. Les travailleurs devraient être en mesure de signaler à leurs représentants l'application par les employeurs publics et privés de normes d'amélioration continue de l'environnement. L'ACE, «amélioration continue de l'environnement», devrait être un élément d'identification claire de tous les secteurs économiques, en Europe, à commencer par les activités industrielles ayant le plus fort impact sur l'environnement. Une nouvelle identité des activités industrielles en Europe, basée sur une nouvelle efficacité, inclut les performances sociales et environnementales, en plus des indicateurs classiques de performance économique.

Tout le monde sait que les travailleurs jouent un rôle clé dans la transformation des modes de production et de consommation car ils sont aussi des consommateurs et des citoyens qui font des choix au quotidien.

Si le but est d'organiser et d'améliorer la qualification de la représentation collective, alors les syndicats ont un énorme potentiel dans la défense et la sensibilisation des travailleurs en tant que citoyens concernés par les questions environnementales et de développement durable. De ce point de vue, certains des cas étudiés dans le cadre du projet démontrent clairement cette approche. De plus, en s'investissant dans ce sens, nous pouvons revendiquer des plates-formes de négociation occupées par d'autres acteurs (associations environnementales, comités spontanés des citoyens), qui sont parfois mobilisateurs, sans nécessairement parvenir à construire des propositions, du fait d'une faible capacité organisationnelle leur permettant difficilement de participer aux négociations. Parfois, les syndicats jouent ainsi un rôle de médiateur entre certains intervenants en raison de leur capacité à négocier et à élaborer des accords.

2. L'environnement et la responsabilité sociale

2.1. Croissance de la responsabilité sociale des entreprises et des régions

Nous avons besoin de créer et de promouvoir une culture authentique et concrète de la responsabilité sociale des entreprises et des territoires. En cohérence avec les nouveaux plans de l'UE et avec la position de la Confédération Européenne des Syndicats, nous devons développer une approche multi-parties prenantes, qui intègre (tout en définissant clairement les rôles respectifs) la responsabilité sociale et la négociation collective et qui permet aux syndicats de remplir leur rôle de médiateurs, travaillant à la fois en dehors et au sein des entreprises. Il est donc nécessaire d'aller au-delà des fausses dé-

clarations et de contradictions fréquentes lorsqu'il s'agit de responsabilité sociale des entreprises, car il ne faut pas confondre le caractère volontaire de cette responsabilité sociale avec certaines décisions unilatérales des entreprises. Les questions de protection de l'environnement doivent être agrégée aux questions d'égalité sociale, de démocratie économique, de formation continue, de légalité et de transparence.

2.2. Croissance de la valeur des territoires

En cohérence et en synergie avec l'approche de la responsabilité sociale, le développement de l'entreprise doit également être davantage enraciné dans le contexte local. Le territoire doit retrouver son identité, reconnaître la valeur tirée de l'exploitation de ses ressources naturelles, développer et préserver ses ressources et leurs valeurs sociales et culturelles. L'industrie et les activités économiques doivent contribuer à ce processus: il faut passer d'une attitude d'exploitation inconsidérée à un plan structuré pour le développement social et économique inclusif et participatif, qui prend en compte les enjeux environnementaux.

Pour favoriser la reconnaissance de la valeur des territoires et des initiatives de la société civile, il devient essentiel que les organisations syndicales soient en mesure de formuler des propositions et des positionnements politiques dans les trois domaines suivants:

- renforcement de leur action pour la prise de conscience de la valeur du territoire;
- influence sur les entreprises et leurs organes de représentation afin de s'accorder sur des objectifs communs;
- incitation des autorités à agir, du niveau européen jusqu'au niveau local, pour traduire cette reconnaissance accrue du territoire en actions concrètes.

2.3. Développer une approche «multipartite» et sauvegarder le dialogue social

Le sujet de l'environnement est extrêmement complexe, car par sa nature même, il englobe d'autres domaines sociaux, économiques, de production, des questions technologiques et géophysiques. Les dialogues «bilatéraux» traditionnels (entre les travailleurs et les entreprises, entre les syndicats et les employeurs) ne suffisent plus. Cela ne signifie pas que le dialogue social ne maintient pas son rôle de principal outil pour améliorer les conditions de travail et résoudre les conflits entre le capital et le travail, mais les syndicats doivent s'ouvrir et encourager une plus large participation des autres acteurs qui sont considérés comme «parties prenantes» dans le domaine de l'environnement. Le sens même du terme «partie prenante» nous conduit vers cette position: selon William M. Evan et Edward R. Freeman, les parties prenantes sont définies comme des sujets qui pourraient influencer ou être influencés

par l'entreprise. L'entreprise doit donc tenir compte des publics qui, bien qu'ils ne puissent pas avoir un impact direct sur les processus ou les profits, en subissent les conséquences (celles d'un impact négatif sur l'environnement, par exemple). Ce n'est pas une étape facile pour les syndicats, mais il ne faut pas le considérer comme une perte de pouvoir de décision et de représentation: équipés des compétences et de la connaissance nécessaires, les centrales syndicales pourraient en fait en tirer un grand bénéfice en ouvrant le débat, car elles peuvent se mettre en valeur comme «médiateur» entre la représentation des travailleurs et celle de la durabilité économique à long terme.

La meilleure façon de prévenir les conflits environnementaux locaux repose sur l'effort des syndicats et des représentants des salariés à continuer de considérer la transparence de l'information, l'anticipation et la limitation des impacts environnementaux, comme une part fondamentale de leur rôle au sein de l'entreprise. En outre, ils doivent s'engager à long terme et continuer de promouvoir un débat aussi large que possible avec les autorités locales, les entreprises et les associations locales pour la protection du territoire, afin de multiplier les domaines possibles de compréhension mutuelle et faciliter la mise en place d'une approche commune sur ces sujets. Parfois, ce dialogue décentralisé est la seule façon d'assurer une coexistence pacifique des différentes activités ayant des intérêts contradictoires au niveau local.

2.4. Renforcer les outils de certification, l'étiquetage et la fiscalité

Nous assistons à une transformation globale de l'économie et des façons d'aborder et d'appréhender les nouvelles formes de développement, aussi aurons-nous besoin de soutenir tous les outils qui facilitent et récompensent cette transformation, tels que les certifications environnementales, en particulier celle de l'Europe, par exemple l'EMAS (Eco Management and Audit Scheme - Eco-gestion et système d'audit), les processus organisationnels, et l'écolabel pour les produits.

La fiscalité devrait également être restructurée soigneusement et de façon décisive, afin d'encourager et diffuser les bonnes pratiques et de supprimer les subventions dommageables à la biodiversité et aux écosystèmes, en posant le principe que «cette taxation ne doit pas augmenter les inégalités sociales» comme le propose le texte de la Confédération Européenne des Syndicats (CES) sur «le paquet énergie-climat en Europe pour 2020-2030».

Le document: «le paquet énergie-climat en Europe pour 2020-2030: les priorités de la CES pour une transition juste», en matière de «fiscalité verte», et de système d'échange de quotas d'émissions de l'Union européenne (SEQE-UE), propose également:

■ Établir des indicateurs, qui font le lien entre les émissions et les niveaux de production des secteurs couverts par le SCEQE (à savoir les tonnes de CO2 par tonne de produit), aiderait à identifier comment la diminution des émissions

est obtenue: grâce à l'amélioration de l'efficacité dans l'industrie ou pour d'autres raisons, comme les délocalisations ou la production dans des pays tiers;
■ Une meilleure prise en compte du bilan carbone dans la fiscalité qui frappe la consommation (traçabilité carbone et taxe carbone);
■ Des accords commerciaux bilatéraux autorisant la taxation des produits dont le bilan carbone dépasse le niveau de performance des installations européennes les plus performantes dans le secteur correspondant, en conformité avec les règles du commerce international;
■ En dernier ressort, il y aurait lieu de prendre des mesures d'ajustement aux frontières prévoyant une compensation pour les industries exportatrices soumises à un surcoût induit par le cadre européen climat et énergie 2030 et qui sont en concurrence sur les marchés internationaux avec des compagnies qui ne sont pas exposées à des coûts similaires. Ceci, en conformité avec les règles du commerce international;
■ Des mesures de soutien, notamment via des aides d'Etat, pour les activités d'intérêt commun qui sont essentielles à la transition vers une économie bas carbone.

3. Du local au global: les réseaux et les relations

3.1. Centres de services internes/externes

Étant donné l'ampleur et le caractère transversal de l'environnement, il devient de plus en plus important pour les syndicats de travailler en réseau avec d'autres parties prenantes, tant au niveau local que global. Il y a plusieurs façons de travailler en réseau, notamment via la création de structures spécialisées (telles que Ecologia&Lavoro, CISL Italia, Idée Force et Syndex, CFDT France, Peco Institute, IG BAU Allemagne) qui peuvent à la fois créer des «ponts» avec les associations et organismes environnementaux locaux, et offrir des compétences spécifiques pour appuyer la négociation collective. La disponibilité de l'expertise dans ce domaine est indispensable à la fois pour augmenter les niveaux de négociation et de participation entre les partenaires sociaux et pour maintenir un dialogue avec les associations environnementales, qui sont maintenant nombreuses et capables d'agir sur plusieurs fronts, souvent des fronts communs avec les syndicats.

3.2. Une approche gagnant-gagnant: les plates-formes de coopération structurée entre les partenaires sociaux

La responsabilité environnementale est essentielle tandis que la négociation collective et les relations des syndicats deviennent plus participatives. Les structures conjointes établies par la négociation collective nationale, sectorielle, ré-

gionale et d'entreprise, ainsi que les agences bilatérales réunissant les partenaires sociaux, peuvent être des plateformes privilégiées de coopération structurée où la responsabilité environnementale est conçue comme une approche gagnant-gagnant pour les travailleurs, les entreprises et les collectivités locales.

3.3. Réseau international des institutions régionales et des partenaires sociaux

Lors de l'élaboration de notre projet, une autre opportunité a émergé de manière spontanée et informelle comme moyen de faciliter la transition vers une économie verte: les organisations syndicales concernées peuvent développer et entretenir des réseaux de relations, en particulier dans les systèmes qui encouragent les meilleures pratiques en entreprise et les relations avec les autorités locales et régionales.

Ainsi, à travers le réseau international syndical, nous serons en mesure d'identifier les bonnes pratiques des entreprises et des autorités régionales sur les questions de l'économie verte orientées vers le développement durable. En établissant des liens et une surveillance régulière de ces situations, nous pourrons promouvoir la diffusion et la propagation rapide des meilleures pratiques pour le développement durable et l'économie verte qui incluent le travail décent, le bien-être social et la réduction des inégalités.

3.4. Action syndicale européenne et internationale

Si les organisations syndicales sont appelées à travailler sur les questions environnementales, alors nous devons agir au niveau international, en particulier quand il s'agit de lutter contre le changement climatique ou la perte de la biodiversité.

La Confédération Européenne des Syndicats (CES/ETUC) et la Confédération Syndicale Internationale (CSI/ITUC) sont fortement impliquées dans ce domaine. Les documents les plus récents sont:

1. *La CES réclame une politique énergétique européenne* (2010)
2. *La stratégie énergétique pour l'Europe 2011-2020: une occasion manquée?* (2011)
3. *Déclaration de la CES sur la politique industrielle, l'énergie et la lutte contre les changements climatiques* (2014)
4. *Le paquet «énergie-climat» en Europe pour 2020-2030: Les priorités de la CES pour une transition juste* (2014)
5. *CSI: Le changement climatique est une question syndicale* (2014).

Tandis que d'autres acteurs (par exemple les associations environnementales) sont déjà fortement engagés dans la lutte contre le changement climatique, les syndicats, de par leur nature même et leurs attributions, peuvent assurer que la dimension sociale du développement est prise en considération avec la dimension environnementale, et que ces deux questions sont abordées de concert. Dans ce contexte, en plus de l'action des Global Unions et des CEE

en Europe, nous devrions aussi mettre à profit toutes les initiatives portées par des institutions internationales, telles que la campagne «Global Compact» lancée par les Nations Unies en 2009 ou d'autres campagnes qui pourraient être organisées par l'OIT ou le PNUE.

Le thème de l'environnement propulse donc l'activité syndicale à l'échelle internationale tandis que les syndicats déploient des actions de lutte contre le changement climatique. Toujours est-il que ce thème est en même temps fortement lié à la dimension locale, ce qui est crucial pour que le territoire soit protégé et respecté.

4. Une nouvelle culture et des nouvelles compétences pour les syndicalistes et les travailleurs

4.1. Une nouvelle culture et des nouvelles compétences

Afin d'être innovateurs et représentants efficaces du monde du travail, les syndicalistes doivent fortement travailler pour développer de nouvelles compétences. Les tâches de syndicalistes sont de deux ordres: d'une part, ils doivent être en mesure d'acquérir les connaissances et les compétences nécessaires pour faciliter la transition dans le cadre des relations professionnelles (les études de cas utilisés dans ce projet montrent comment les systèmes de relations professionnelles sont de plus en plus complexes, ce qui rend souvent les compétences «traditionnelles» inadaptées). D'autre part, les syndicalistes doivent s'équiper pour être en mesure de soutenir et de faciliter le développement et l'émergence de nouvelles compétences et emplois sur le marché du travail adaptées aux spécificités de l'économie circulaire et responsable.

Ces objectifs qui ne sont certainement pas faciles à atteindre, doivent être déclinés dans la création de programmes de formation pour les syndicalistes et aussi dans les activités de lobbying menées par les syndicats dans les plates-formes mentionnées, afin d'assurer que la formation professionnelle soit cohérente avec les principes de l'économie circulaire et responsable.

Essentiellement, les nouveaux métiers ont deux caractéristiques fondamentales: d'une part, un niveau élevé de spécialisation, et d'autre part, l'aptitude à intégrer de nouvelles compétences.

Ces caractéristiques professionnelles sont déjà présentes dans les activités actuelles, mais l'économie circulaire et responsable rend la coopération et les compétences intégrées plus que jamais nécessaires tout au long du cycle de vie des produits, des processus et des structures organisationnelles.

Le déploiement de la recherche et de l'innovation doit concerner non seulement les technologies, mais aussi l'organisation sociale. Les solutions de plus en plus répandues de partage des voitures (auto partage) et de covoiturage peuvent être considérées comme un exemple indicatif de nouveaux processus organisationnels et sociaux. Certaines entreprises et associations ont choisi de

créer des réseaux numériques, afin de développer le covoiturage pour leurs employés ou pour organiser des plans de déplacements. C'est une solution utile et reproductible qui rompt avec le modèle culturel dominant de la propriété privée des moyens de transport. Par exemple en France, certaines des meilleures pratiques visent à développer les transports à faibles émissions et des solutions négociées pour satisfaire les besoins de mobilité.

4.2. L'environnement: un thème transversal de la politique syndicale

En faisant des questions environnementales une priorité, les rôles des syndicats s'élargissent avec des responsabilités nouvelles qui les contraignent à développer une approche «d'intégration des politiques relatives au climat», telle que décrite par la stratégie Europe 2020.

En tant que telle, une nouvelle culture syndicale (par rapport aux questions environnementales) devrait être visible dans les stratégies syndicales en général, et devrait «être transversale» à toutes les politiques prises en charge par les syndicats (emploi, investissements, droits humains, mondialisation, etc.). Le fait est que l'environnement ne peut être considéré comme s'il était simplement un nouvel objet de négociation à ajouter à ceux existants de longue date, car il est transversal et tend à avoir des répercussions sur n'importe quel sujet que nous pourrions avoir à discuter d'ordinaire. Si nous parlons de l'emploi, il faudra examiner comment promouvoir la transition juste et donc construire des ponts entre les anciens et les nouveaux métiers et fonctions professionnelles, y compris dans les secteurs traditionnels (qui doivent être plus «verts» ou plus «éco-responsables») et les secteurs ayant un plus fort impact environnemental. L'objectif n'est pas seulement une quantification des besoins, mais aussi l'identification des compétences ou des qualifications «passerelles» faisant des ponts entre certains secteurs à faible intensité de travail et des activités vertes ou des activités qui deviendront vertes et ayant un fort potentiel de création d'emplois.

Lors de l'examen des investissements, nous devons nous assurer que, dès la phase de planification de nouvelles centrales et nouveaux procédés de production, que toute l'attention voulue soit accordée à la question de savoir si elles sont ou non pleinement durables au plan de l'utilisation des ressources primaires comme de la gestion du recyclage des emballages, des déchets et des ordures. Lors de l'examen des droits humains et de la mondialisation, nous ne devons pas oublier également l'importance universelle de l'environnement, et donc nous engager à empêcher que les délocalisations soient exploitées comme un moyen facile de transférer aux pays les plus faibles les formes de production les plus fortement polluantes ou des conditions de travail insalubres ou potentiellement dangereuses pour la santé et la sécurité des travailleurs et des communautés locales.

4.3. Travailler vers la «transition juste»

La «Transition juste» est un principe qui, grâce au mouvement syndical international, a été inclu dans plusieurs documents des Nations Unies, lors des sommets mondiaux sur le changement climatique. Comme indiqué dans le document «Position adoptée par le Comité exécutif de la CES» les 21-22 Octobre 2014, la «CES encourage l'idée d'une transition juste, qui, tout en visant à réduire l'impact négatif des activités humaines sur le climat et l'environnement, favorise également le dialogue social, la participation des travailleurs, la protection sociale et les droits des travailleurs».

Dans ce contexte, les syndicats appellent les entreprises et les institutions à s'engager dans la transition juste, c'est à dire à mener des activités de prospective préventives, à soutenir les travailleurs dans les emplois et les secteurs qui sont en déclin et à accompagner ceux qui s'engagent vers le développement durable. L'accent, cependant, devrait être mis sur de nouveaux secteurs et formes de développement. Sur ce point, en plus de réclamer des efforts conjoints des entreprises et des institutions, les organisations syndicales peuvent faire beaucoup plus. En effet, l'Europe a reconnu leur rôle actif et a fait des investissements dans la dernière décennie, bien consciente que la «transition juste» ne peut pas avoir lieu sans le dialogue social. Les études de cas du projet démontrent clairement le rôle crucial que les organisations syndicales ont joué au niveau local, en particulier dans les situations où il y a eu des conflits d'intérêts entre l'environnement et le travail.

4.4. Ouvrir la voie en donnant le bon exemple: les syndicats respectueux de l'environnement

«Une once de pratique vaut mieux que des tonnes de discours». Comme suggéré par ce proverbe, de nouvelles cultures et stratégies syndicales, plus mobilisées et attentives à ces sujets, devraient être clairement établies et reconnaissables au travers de «meilleures pratiques» internes: les syndicats devraient s'intéresser à promouvoir leur propre responsabilité environnementale, car il y a de nombreuses façons dont les syndicats, les organisations, pourraient améliorer leurs prise en charge du dossier du développement durable. La politique d'achat, par exemple, pourrait être réalisée en vue d'assurer la consommation interne (et celle des affiliés) de produits verts et une politique d'achats responsables. Lorsque les dirigeants syndicaux et les syndicalistes voyagent (en particulier pour participer aux réunions et conférences) l'empreinte écologique du transport devrait être prise en considération; l'efficacité énergétique, la consommation de papier, la gestion des déchets des bureaux syndicaux pourraient être améliorées par une gestion plus efficiente des ressources. Il y a bien d'autres exemples, mais certaines bonnes pratiques existent déjà dont certaines figurent parmi les cas étudiés dans ce projet. Nous avons donc déjà fait certains progrès dans cette voie, et nous devons continuer à poursuivre cet objectif avec beaucoup de conviction.

Conclusions: notre mission

Notre mission reste la même: celle de construire une société plus libre, plus juste et plus solidaire. L'économie verte se prête, mieux que d'autres modes ou modèles économiques d'époques révolues, à la réalisation de nos objectifs, car par sa nature même, elle comprend la notion de responsabilité, qui est un élément fondamental d'une société où la justice, la solidarité, la promotion du développement humain et de la liberté prévalent.

Formes d'action syndacale	
Traditionnelles	*Innovantes*
Protection des travailleurs	Développer les perspectives pour l'avenir de l'entreprise, de la région...
Santé et sécurité	La prise de conscience des enjeux environnementaux fournissant des connaissances et compétences
Conditions de travail	Participation à la prise de décision politique dans des domaines non traditionnels d'activité (par exemple, la protection du climat)
Négociation bilatérale	Nouvelles coalitions + alliances (par exemple, la société civile)
Renforcement des compétences et des connaissances	Innovation

"Ces lignes directrices ont été exposées et approuvées par les partenaires du projet pendant la conférence finale tenue à Florence les 16 et 17 décembre 2014"

Κατευθυντήριες γραμμές για την συνδικαλιστική πρωτοβουλία για την «πράσινη οικονομία»

Οι εργασιακές σχέσεις στην Ευρώπη αποτελούσαν ανέκαθεν, και συνεχίζουν να συνιστούν προστιθέμενη αξία για την διεθνή ανταγωνιστικότητα του τομέα της μεταποίησης και γενικά συμβάλλουν στην επίτευξη υψηλού επιπέδου προστασίας και στην προώθηση της αξιοπρέπειας των εργαζομένων στην Ευρώπη, εν συγκρίσει με άλλες οικονομικές περιφέρειες του κόσμου.

Η παρατήρηση αυτή, θα πρέπει να ληφθεί υπόψη στην θεώρηση της νέας πρόκλησης της πράσινης οικονομίας, η οποία πρέπει να είναι σε θέση να διατηρήσει τα επιτεύγματα του πολιτισμού μας και της κοινωνικής προόδου, προκειμένου να προσφερθούν και στις άλλες οικονομικές περιφέρειες του κόσμου προοπτικές για σημαντική κοινωνική ευημερία.

Πρώτα απ' όλα, η πράσινη οικονομία απαιτεί μεγαλύτερη αίσθηση ευθύνης από την οικονομία και τις βιομηχανικές δραστηριότητες. Οι μελλοντικές γενιές έχουν το δικαίωμα στην ευημερία και αυτό σημαίνει ότι θα είναι σε θέση να εκπληρώσουν τις βασικές τους ανάγκες, οι οποίες είναι ζωτικής σημασίας για την ανθρώπινη ύπαρξη. Αυτοί οι φυσικοί πόροι περιλαμβάνουν την ποιότητα των πάντων, από τον αέρα έως τους υδατικούς πόρους, από την τροφή και τα φάρμακα έως την βιοποικιλότητα.

Η πράσινη οικονομία πρέπει να διέπεται και να έχει αφετηρία το συμφέρον των μελλοντικών γενεών με την επίγνωση της καλής και ορθής χρήσης των φυσικών πόρων και των υλικών αγαθών που οι μελλοντικές γενιές χρειάζονται για να καλύψουν τις ανάγκες τους. Οι ανθρώπινοι πόροι, επίσης χρειάζονται μεγαλύτερη προστασία στο πλαίσιο αυτής της οικονομίας, καθώς οι άνθρωποι είναι αυτοί που συμμετέχουν στη δημιουργία των απαραίτητων, για την διασφάλιση της κοινωνικής ευημερίας, αγαθών και υπηρεσιών.

Οι εργασιακές σχέσεις στην πράσινη οικονομία μπορούν να είναι ένα πεδίο αριστείας για μια ποιοτική ανάπτυξη, η οποία θα εξασφαλίζει ότι οι πόροι και οι πρώτες ύλες χρησιμοποιούνται με σύνεση, η αξία των ανθρώπινων πόρων αναγνωρίζεται, ενώ δημιουργούνται οι προϋποθέσεις για να εξασφαλιστεί η ισορροπημένη κατανομή του κεφαλαίου σε εργαζομένους και την τοπική κοινότητα στις περιοχές όπου οι βιομηχανίες εδρεύουν και λειτουργούν.

1. Η διαδικασία της διαπραγμάτευσης και της συμμετοχής

1.1. Γνωρίζοντας, μελετώντας και κατανοώντας την δυναμική της πράσινης οικονομίας

Ο όρος πράσινη οικονομία δεν αναφέρεται πλέον αποκλειστικά στη βιομηχανία των ανανεώσιμων πηγών ενέργειας, στην ορθή διαχείριση των υδάτινων πόρων ή σε άλλες αμιγώς πράσινες δραστηριότητες. Η έννοια της κυκλικής οικονομίας, η οποία διαφέρει από μια οικονομία που βασίζεται στην αντίληψη της γραμμικής διαδικασίας παραγωγής, εισάγει μια νέα βιομηχανική και οικονομική λογική στην οποία ανατρέπεται το προηγούμενο οικονομικό παράδειγμα.

Αυτή η διαδικασία είναι στην απαρχή της και εμπεριέχει πολλές νέες επιπλοκές που παίρνουν την μορφή μιας μετατροπής τόσο των τρεχουσών υλικοτεχνικών και των οργανωτικών δομών, όσο και των ειδικών διαδικασιών παραγωγής και της εγγενούς φύσης των ίδιων των προϊόντων.

Ο επιχειρηματικός κόσμος βρίσκεται αντιμέτωπος με την αντίθεση μεταξύ των προϋφισταμένων συμφερόντων και εκείνων που ανακύπτουν τώρα. Ένα τέτοιο παράδειγμα είναι η αντίθεση μεταξύ των ορυκτών καυσίμων και των ανανεώσιμων πηγών ενέργειας. Ωστόσο, τα συνδικάτα πρέπει να αρθούν στο ύψος των περιστάσεων και πάνω από αυτή τη σύγκρουση συμφερόντων, να μελετήσουν και να κατανοήσουν το νόημα και τις συνέπειες αυτής της πρόκλησης, καθώς και να συμμετάσχουν ενεργά στον μετασχηματισμό με μια στρατηγική βασισμένη στην «Δίκαιη Μετάβαση».

Αντί να αφήνουμε τα συμφέροντα άλλων να μας υπαγορεύονται, θα πρέπει να είμαστε πρωταγωνιστές σε κάθε τομέα δραστηριότητας, να αναγνώσκουμε και να προβλέπουμε τις αλλαγές που επίκεινται. Το νέο μοντέλο ανάπτυξης είναι εξαιρετικά σημαντικό: είναι μια αλλαγή προτύπου.

Μέχρι πριν από λίγα χρόνια, το περιβάλλον δεν αναφερόταν σχεδόν ποτέ στα εταιρικά σχέδια. Τώρα, γίνεται ένας βασικός, καθοριστικός παράγοντας, και σε πολλές περιπτώσεις είναι ακόμη και το πρώτο στοιχείο στον κατάλογο των προτεραιοτήτων. Η τάση αυτή αναμένεται να αυξηθεί στο άμεσο μέλλον. Η κοινωνία των πολιτών και οι συνδικαλιστικές οργανώσεις έχουν ένα ρόλο να παίξουν σε αυτό.

1.2. Καινοτομώντας και προβλέποντας

Κρίσιμα προβλήματα σχετιζόμενα με το περιβάλλον, ξεκινώντας με τα φαινόμενα που συνδέονται με την επιτάχυνση της κλιματικής αλλαγής, γίνονται όλο και πιο σοβαρά, προκαλώντας αυξανόμενη ζημία για την κοινωνία, με τεράστιες κοινωνικές επιπτώσεις και απώλειες σε ανθρώπινες ζωές, καθώς τα ακραία καιρικά φαινόμενα αυξάνονται σε αριθμό και ένταση. Είμαστε, επίσης, αντιμέτωποι με την έκτη παγκόσμια μαζική εξαφάνιση ειδών χωρίς να έχουμε τις γνώσεις για να την σταματήσουμε.

Η απάντηση στα ολοένα και πιο σοβαρά περιβαλλοντικά ζητήματα είναι να εξεταστεί η παραγωγή και η κατανάλωση από μια διαφορετική σκοπιά. Ταυτόχρονα, η παραγωγή ενέργειας πρέπει να ξεφύγει από την εξάρτησή

της από τα ορυκτά καύσιμα, προκειμένου να εξαλειφθούν οι κίνδυνοι που συνδέονται με την κλιματική αλλαγή.

Για την αντιμετώπιση των περιβαλλοντικών ζητημάτων και των προβλημάτων που σχετίζονται με την κλιματική αλλαγή, χρειαζόμαστε πληθώρα πολιτιστικών, τεχνολογικών, βιομηχανικών, οργανωτικών και κοινωνικών καινοτομιών. Η ανάγκη για τον μετασχηματισμό αυτό μοιάζει ακόμη πιο επιτακτική εάν λάβουμε υπόψη τις τελευταίες δημογραφικές τάσεις: 50% αύξηση του πληθυσμού προβλέπεται μέχρι το τέλος του αιώνα, αυξάνοντας τον παγκόσμιο πληθυσμό από 6 δις στις αρχές της δεκαετίας του 2000 σε 9 δις έως το 2100. Αυτή η δημογραφική ανάπτυξη είναι πολύ ανησυχητική λόγω της πίεσης που θα ασκήσει στο περιβάλλον ως προς τους φυσικούς πόρους, όπως είναι η διαθεσιμότητα και η ποιότητα του γλυκού νερού, η ποιότητα του αέρα σε μεγάλες αστικές περιοχές, η απώλεια της βιοποικιλότητας και η διάβρωση περιοχών υψηλής γεωργικής απόδοσης (higher-yield), με πολύ υψηλότερο μέσο επίπεδο δυσκολίας πρόσβασης στα αγαθά και στις ευκαιρίες για ευημερία σε όλο τον κόσμο.

Ως αποτέλεσμα των παραπάνω, η περιβαλλοντική πτυχή της ανάπτυξης και της οικονομικής και κοινωνικής οργάνωσης γίνεται μια πλανητική ανάγκη και κατά συνέπεια. Ως εκ τούτου, η ανταγωνιστικότητα μεταξύ των καλύτερων και πιο ελκυστικών μοντέλων ανάπτυξης θα πρέπει να μετράται σύμφωνα με αυτά τα κριτήρια.

Οι Ευρωπαϊκές συνδικαλιστικές οργανώσεις, μαζί με άλλες ενώσεις της κοινωνίας των πολιτών, πρέπει να είναι πρωταγωνιστές και βασικοί παίκτες σε αυτό το νέο μοντέλο ανάπτυξης.

Η Ευρώπη πρέπει να συμβάλει σημαντικά συνεχίζοντας να δίνει το παράδειγμα, όσον αφορά στην οικοδόμηση του πολιτισμού και στην κοινωνική πρόοδο, μέσα από διανεμητικές και συμμετοχικές διαδικασίες.

1.3. Συμμετέχοντας στην πράσινη οικονομία: πλατφόρμες συμμετοχής και ο ρόλος των συνδικάτων

Όπως γνωρίζουμε, τα μοντέλα των εργασιακών σχέσεων στην Ευρωπαϊκή Ένωση ποικίλλουν σε μεγάλο βαθμό εξαιτίας των ιδιαιτέρων συνθηκών κάθε χώρας που κάνουν την καθιέρωση ενός πρότυπου μοντέλου δύσκολη. Ορισμένες χώρες έχουν κεντρικά μοντέλα, είτε σε εθνικό είτε σε περιφερειακό επίπεδο, ενώ σε άλλες οι εταιρικές διαπραγματεύσεις διαδραματίζουν ισχυρότερο ρόλο. Ως εκ τούτου, υπάρχουν μια σειρά από διαφορετικά πεδία όπου οι εκπρόσωποι των εργαζομένων στις χώρες της Ευρωπαϊκής Ένωσης μπορούν πραγματικά να συμμετέχουν.

Ωστόσο, παρατηρείται μια έμφαση στην αποκέντρωση σε όλους τους τομείς, με σκοπό την σύνδεση των εργασιακών θεμάτων με πιο συγκεκριμένα προβλήματα σε επίπεδο μεμονωμένων εταιρειών. Είναι απαραίτητο οι συνδικαλιστικοί φορείς να συμμετέχουν περισσότερο στις διαδικασίες λήψης αποφάσεων και τις επιλογές στρατηγικής που έχουν να κάνουν με την αναδιάρθρωση και την οργανωτική καινοτομία στις επιχειρήσεις. Οι περιπτώσεις που μελετήθηκαν ως μέρος αυτής της μελέτης καταδεικνύουν το εύρος και την ποικιλία των προσεγγίσεων που υιοθετούνται από τους

κοινωνικούς εταίρους ώστε να ενσωματώσουν τα περιβαλλοντικά ζητήματα στην παραδοσιακή εταιρική ατζέντα. Σε ορισμένες περιπτώσεις, επιχειρήσεις προσπαθούν να προβλέψουν σε ευρεία κλίμακα (δηλ. να καλύψουν ευρείες γεωγραφικές περιοχές) τα αποτελέσματα των προβλεπομένων αλλαγών που η πράσινη οικονομία θα μπορούσε να επιφέρει στα συστήματα παραγωγής και το εργατικό δυναμικό, τόσο με το σχεδιασμό μέτρων για τη διευκόλυνση της επανακατάρτισης και την κατάρτιση σχεδίων για τη μετατροπή παρωχημένων, μη-ανταγωνιστικών ή μη αειφόρων συστημάτων παραγωγής, όσο και με την βελτίωση του περιβαλλοντικού αντικτύπου τους, την μείωση των δαπανών και την μείωση των αποβλήτων που προέρχονται από την κακή διαχείριση των πρώτων υλών.

Σε ορισμένες περιπτώσεις, τα συνδικάτα έχουν δράσει ως πρωταγωνιστές, στην πρώτη γραμμή όταν πρόκειται να κάνουν τις αρχικές προτάσεις για τη στήριξη της αειφόρου ανάπτυξης, ενώ σε άλλες περιπτώσεις η διοίκηση των εταιρειών ή τοπικοί φορείς έχουν την ευθύνη για να καταλήξουμε σε καινοτόμα σχέδια. Σε όλες τις περιπτώσεις, όμως, οι συνδικαλιστικές οργανώσεις θα πρέπει να ανταποκριθούν στην πρόκληση και να προετοιμαστούν να συνεργαστούν με άλλους, καθώς οι αλλαγές αυτές λαμβάνουν χώρα, κατανοώντας και τονίζοντας την δυνατότητα για συνέργειες μεταξύ της ποιότητας της απασχόλησης και της ποιοτικής βιομηχανικής διαδικασίας. Το ίδιο ισχύει επίσης και από την οπτική γωνία της περιβαλλοντικής αειφορίας: εν ολίγοις, δεν αρκεί πλέον απλά να διαπραγματευόμαστε για την ποιότητα και την ποσότητα των θέσεων εργασίας στην εταιρεία, αλλά και για ό,τι παράγεται (βιώσιμα προϊόντα «από την κούνια μέχρι τον τάφο») και πώς παράγεται (διαδικασίες παραγωγής και οι επιπτώσεις τους στο περιβάλλον).

1.4. Δομώντας και προκρίνοντας την εκπροσώπηση: νέα δικαιώματα και θέσεις

Κατά τη διάρκεια αυτής της αρχικής φάσης του μετασχηματισμού, τα συνδικάτα πρέπει να προωθήσουν την ανάδειξη εξειδικευμένων θέσεων, που να συμπεριλαμβάνονται στην συνδικαλιστική εκπροσώπηση στους χώρους εργασίας.

Πρέπει να συνεχίσουμε τη δράση για τη βελτίωση της υγείας και της ασφάλειας στο χώρο εργασίας. Σε ολόκληρη την Ευρώπη, χάρη στη σημασία που αποδίδεται στο θέμα της προστασίας της υγείας των εργαζομένων, έχουμε επιτυχώς πιέσει για το διορισμό ενός ορισμένου εκπρόσωπου των εργαζομένων ή ενός σώματος εκπροσώπησης για το θέμα αυτό, με ειδικά δικαιώματα και πλατφόρμες ενημέρωσης, εκπαίδευσης και συνδικαλιστικής καινοτομίας στο χώρο εργασίας.

Πρέπει τώρα να αποκτήσουμε άμεσα δικαιώματα εκπροσώπησης των εργαζομένων στο χώρο εργασίας και για την περιβαλλοντική τους διάσταση, καθώς υπάρχουν μόνο σε λίγες χώρες στην Ευρωπαϊκή Ένωση.

Η εθνική συλλογική σύμβαση εργασίας για τους εργαζόμενους στον ιταλικό τομέα των χημικών, έδωσε στους Εκπροσώπους των Εργαζομένων για την Υγεία και την Ασφάλεια την δυνατότητα να αντιπροσωπεύουν τα δικαιώματα της προστασίας του περιβάλλοντος στην περιοχή για λογα-

ριασμό των εργαζομένων. Αυτό θα μπορούσε να αποδειχθεί ένα χρήσιμο παράδειγμα που θα μπορούσε να χρησιμοποιηθεί ως πρότυπο σε ευρωπαϊκό επίπεδο.

Οι εργαζόμενοι θα πρέπει να είναι σε θέση να αναφέρονται σε ένα τέτοιο εκπρόσωπο, προκειμένου να διασφαλίζεται ότι οι εργοδότες τόσο του δημόσιου όσο και του ιδιωτικού τομέα εφαρμόζουν τα πρότυπα της συνεχούς περιβαλλοντικής βελτίωσης (continual environmental improvement CEI). Η συνεχής περιβαλλοντική βελτίωση πρέπει να αποτελεί σαφή χαρακτηριστικό όλων των οικονομικών κλάδων, αρχής γενομένης από τις βιομηχανικές δραστηριότητες στην Ευρώπη που έχουν τον μεγαλύτερο περιβαλλοντικό αντίκτυπο. Οι Ευρωπαϊκές βιομηχανικές δραστηριότητες χρειάζονται μια νέα ταυτότητα βασισμένη σε νέες αποδοτικότητες, συμπεριλαμβανομένων των κοινωνικών και των περιβαλλοντικών επιδόσεων και όχι μόνο των οικονομικών. Ο καθένας ξέρει ότι οι εργαζόμενοι διαδραματίζουν βασικό ρόλο στη μεταμόρφωση των μοντέλων παραγωγής και κατανάλωσης, δεδομένου ότι δεν είναι μόνο εργαζόμενοι αλλά ταυτόχρονα και καταναλωτές και πολίτες που κάνουν επιλογές.

Κατά την προσπάθεια δόμησης και πρόκρισης της εκπροσώπησης, εμφανίζονται μεγάλες δυνατότητες για τις συνδικαλιστικές οργανώσεις όσον αφορά στην υπεράσπιση και την ευαισθητοποίηση του κοινού για περιβαλλοντικά θέματα και την αειφόρο ανάπτυξη μεταξύ των εργαζομένων υπό την ιδιότητά τους ως πολίτες. Μερικές από τις περιπτώσεις που μελετήθηκαν ως μέρος της συνολικής μελέτης καταδεικνύουν σαφώς την προσέγγιση αυτή. Επιπροσθέτως, μέσω της επένδυσης και της εργασίας προς αυτή την κατεύθυνση, μπορούμε να ξανακερδίσουμε χώρους εκπροσώπησης που σήμερα καταλαμβάνονται από άλλους φορείς (περιβαλλοντικές οργανώσεις, ad hoc επιτροπές πολιτών), οι οποίοι είναι συχνά ικανοί να κινητοποιήσουν τον ενθουσιασμό των ανθρώπων, αλλά όχι να το μετατρέψουν σε προτάσεις, αφού δεν διαθέτουν τις ικανότητες και την οργανωτική ικανότητα να έρθουν στο τραπέζι των διαπραγματεύσεων.

2. Το περιβάλλον και η κοινωνική ευθύνη

2.1. Η άνοδος της εταιρικής και της περιφερειακής κοινωνικής ευθύνης

Πρέπει να δημιουργήσουμε και να προωθήσουμε μια αυθεντική κουλτούρα και πρακτική εταιρικής και περιφερειακής κοινωνικής ευθύνης. Για να παραμείνουμε συνεπείς με τα ανανεωμένα σχέδια της Ευρωπαϊκής Ένωσης και τη θέση της Ευρωπαϊκής Συνομοσπονδίας Συνδικάτων, πρέπει να αναπτύξουμε μια προσέγγιση πολλαπλών-φορέων που ενσωματώνει (ενώ διαχωρίζει διακριτά τους διαφορετικούς ρόλους τους) την κοινωνική ευθύνη με τις συλλογικές διαπραγματεύσεις και επιτρέπει στα συνδικάτα να διεξάγουν το ρόλο τους ως σύνδεσμοι, που εργάζονται τόσο στο εξωτερικό όσο και στο εσωτερικό των επιχειρήσεων. Έτσι, πρέπει να προχωρήσουμε πέρα από τις συχνές υπεκφυγές και τις αντιφάσεις της εταιρικής κοινωνικής ευθύνης, δεδομένου ότι η πρόθεση δεν πρέπει να συγχέεται με τις μονομερείς αποφάσεις των εταιρειών, καθώς επίσης τα θέματα της προστασίας του

περιβάλλοντος πρέπει να ενσωματωθούν με θέματα κοινωνικής ισότητας, οικονομικής δημοκρατίας, δια βίου μάθησης, νομιμότητας και διαφάνειας.

2.2. Αυξανόμενη αναγνώριση της αξίας της τοπικότητας

Σε συνοχή και σε συνέργεια με την προσέγγιση για κοινωνική ευθύνη, η εταιρική ανάπτυξη πρέπει, επίσης, να εδραιωθεί περαιτέρω στο τοπικό πλαίσιο. Γεωγραφικές περιοχές πρέπει να βρουν ξανά την ταυτότητά τους, να αναγνωρίζουν την αξία των φυσικών τους πόρων και να αναπτύξουν και να προστατέψουν τις αξίες τους και τις κοινωνικές και πολιτιστικές τους ιδιότητες. Η βιομηχανία και η οικονομία πρέπει να συμβάλουν στη διαδικασία αυτή.

Πρέπει να μετατρέψουμε την αντίληψη του «κατακτητή» σε ένα οργανωμένο σχέδιο για μια κοινωνική, οικονομική, χωρίς αποκλεισμούς, συμμετοχική ανάπτυξη που λαμβάνει υπόψη τις περιβαλλοντικές προκλήσεις.

Το να αναγνωρίζεις την αξία της δράσης σε τοπικό επίπεδο και τις πρωτοβουλίες της κοινωνίας των πολιτών είναι ζωτικής σημασίας και ως εκ τούτου, οι συνδικαλιστικές οργανώσεις θα πρέπει να είναι σε θέση να διατυπώνουν προτάσεις και πολιτικές εισηγήσεις στους ακόλουθους τρεις τομείς: τί μπορεί να γίνει για την ενίσχυση της ευαισθητοποίησης σχετικά με τη σημασία της περιοχής· πώς μπορούν να ενθαρρύνουν ή να υποχρεώσουν εταιρείες και τους φορείς εκπροσώπησής τους να συμφωνήσουν σε κοινούς στόχους· τί πρέπει να κάνουν οι αρχές, από τις Ευρωπαϊκές μέχρι τις τοπικές, για να μεταφράσουν αυτήν την αυξημένη αναγνώριση για την δράση σε τοπικό επίπεδο.

2.3. Αναπτύσσοντας μία προσέγγιση «πολλαπλών-φορέων» και διατηρώντας τον κοινωνικό διάλογο

Το θέμα του περιβάλλοντος είναι εξαιρετικά περίπλοκο, το οποίο από τη φύση του περιλαμβάνει ζητήματα κοινωνικά, οικονομικά, σχετιζόμενα με την παραγωγή, τεχνολογικά, και γεωφυσικά. Έτσι, οι παραδοσιακοί «διμερείς» διάλογοι (εργαζομένων και επιχειρήσεων, συνδικαλιστικών οργανώσεων και εργοδοτών) δεν είναι πλέον επαρκείς. Τα γεγονός αυτό δεν σημαίνει ότι ο κοινωνικός διάλογος δεν διατηρεί τον ρόλο του ως το κύριο εργαλείο για τη βελτίωση των συνθηκών εργασίας και την επίλυση συγκρούσεων ανάμεσα στο κεφάλαιο και τους εργαζομένους· αλλά ότι τα συνδικάτα πρέπει να ανοιχτούν και να ενθαρρύνουν ευρύτερη συμμετοχή άλλων φορέων οι οποίοι θεωρούνται περιβαλλοντικά «ενδιαφερόμενα μέρη» με διαφορετικά χαρακτηριστικά σε τοπικό επίπεδο.

Πράγματι, συμφωνώντας να χρησιμοποιήσουμε τον όρο «ενδιαφερόμενα μέρη» έχουμε ήδη υιοθετήσει αυτή τη θέση: «σύμφωνα με τους William M. Evan και Edward R. Freeman τα «ενδιαφερόμενα μέρη» ορίζονται ως υποκείμενα τα οποία θα μπορούσαν να επηρεάσουν την ή να επηρεαστούν από την εταιρεία». Η εταιρεία πρέπει, λοιπόν, να έχει υπόψη θέματα που, αν και μπορεί να μην έχουν άμεσο αντίκτυπο στις διαδικασίες ή τα κέρδη, παρ' όλα αυτά θα προκαλέσουν συνέπειες (αρνητικές επιπτώσεις για το περιβάλλον, για παράδειγμα). Αυτό δεν είναι εύκολο βήμα για τις συνδικαλι-

στικές οργανώσεις, αλλά παράλληλα δεν πρέπει να σκεφτόμαστε ότι χάνουμε μέρος της δύναμης λήψης αποφάσεών μας ούτε της αντιπροσωπευτικής μας δύναμης. Αν είναι εξοπλισμένες με τις απαραίτητες γνώσεις και δεξιότητες, οι συνδικαλιστικές οργανώσεις θα μπορούσαν να επωφεληθούν πραγματικά με το άνοιγμα της συζήτησης, δεδομένου ότι μπορούν να προβάλλουν ως «σύνδεσμοι» μεταξύ εργατικού δυναμικού και των ενώσεων των εργαζομένων και εκείνων που εργάζονται με σκοπό τη μακροπρόθεσμη οικονομική βιωσιμότητα. Ο καλύτερος τρόπος για την πρόληψη των τοπικών περιβαλλοντικών συγκρούσεων είναι τα συνδικάτα να συμμετέχουν περισσότερο και οι φορείς εκπροσώπησης των εργαζομένων να συνεχίζουν να θεωρούν τη διαφάνεια των πληροφοριών, την πρόβλεψη και τον περιορισμό των επιπτώσεων ως θεμελιώδες μέρος της θέσης τους στην εταιρεία. Επιπλέον, τα συνδικάτα πρέπει να δεσμευτούν σε μακροπρόθεσμη βάση και να συνεχίσουν να προωθούν όσο το δυνατόν ευρύτερα την συζήτηση με τις τοπικές αρχές, τις εταιρείες και τις τοπικές ενώσεις, προκειμένου να πολλαπλασιαστούν οι πιθανοί τομείς αμοιβαίας κατανόησης και να διευκολύνει τη δημιουργία μιας κοινής προσέγγισης στα θέματα αυτά. Μερικές φορές, αυτός ο τοπικός διάλογος είναι ο μόνος τρόπος για να εξασφαλιστεί μία ειρηνική συνύπαρξη αρκετών δραστηριοτήτων με αντικρουόμενα συμφέροντα σε μια περιοχή.

2.4. Ενισχύοντας τα εργαλεία πιστοποίησης, σήμανσης και φορολογίας

Καθώς γινόμαστε μάρτυρες ενός παγκόσμιου μετασχηματισμού της οικονομίας και των τρόπων προσέγγισης και σύλληψης νέων μορφών ανάπτυξης, θα πρέπει να επιδοκιμάσουμε κάθε εργαλείο που διευκολύνει και τιμά αυτό τον μετασχηματισμό, όπως τα περιβαλλοντικά πιστοποιητικά, ιδίως τα ευρωπαϊκά (π.χ. το Σύστημα Οικολογικής Διαχείρισης και ελέγχου το EMAS, καθώς και το οικολογικό σήμα για προϊόντα και υπηρεσίες το Ecolabel).

Η φορολογία θα πρέπει επίσης να αναδιαρθρωθεί προσεκτικά και αποφασιστικά έτσι ώστε να υποστηρίζονται και να διαχέονται οι καλές πρακτικές και να αίρονται επιδοτήσεις που ζημιώνουν την βιοποικιλότητα και τα οικοσυστήματα, σύμφωνα με την αρχή «η φορολόγηση δεν πρέπει να αυξάνει τις κοινωνικές ανισότητες", όπως αναφέρεται στο κείμενο της Ευρωπαϊκής Συνομοσπονδίας Συνδικάτων σχετικά με το «πακέτο ενέργεια-κλίμα στην Ευρώπη για το 2020-2030" (the Energy-climate package in Europe for 2020-2030).

Το έγγραφο «Το πακέτο ενέργεια-κλίμα στην Ευρώπη για το 2020-2030: Οι προτεραιότητες της Ευρωπαϊκής Συνομοσπονδίας Συνδικάτων για μια Δίκαιη Μετάβαση» (The 'Energy-Climate' package in Europe for 2020-2030: the ETUC's priorities for a Just Transition), σχετικά με την «πράσινη φορολογία» και το ευρωπαϊκό ΣΕΕ, προτείνει επίσης:

■ Την δημιουργία δεικτών που συσχετίζουν τις εκπομπές με τα επίπεδα της παραγωγής στους τομείς του Συστήματος Εμπορίας Εκπομπών αερίων του θερμοκηπίου (ETS) δηλ. τόνους CO_2 ανά τόνο προϊόντος, για να διαπιστωθεί πώς οι εκπομπές μειώνονται στην Ευρώπη, είτε με τη βελτίωση της αποδοτικότητας της βιομηχανίας, είτε λόγω της μετεγκατάστασης της παραγωγής σε τρίτες χώρες·

■ Καλύτερη ενσωμάτωση του αποτυπώματος άνθρακα των προϊόντων, όταν επιβάλλονται φόροι κατανάλωσης (ιχνηλασιμότητα του άνθρακα και φόρος διοξειδίου του άνθρακα)·
■ Διμερείς εμπορικές συμφωνίες που θα καταστήσουν δυνατό να επιβληθεί φορολογία στα προϊόντα των οποίων το αποτύπωμα άνθρακα υπερβαίνει το επίπεδο των επιδόσεων των πιο αποτελεσματικών ευρωπαϊκών εγκαταστάσεων στον αντίστοιχο τομέα, σύμφωνα με το διεθνές εμπορικό δίκαιο·
■ Ως ύστατο μέτρο, θα πρέπει να εξεταστούν μέτρα συνοριακής προσαρμογής, ιδίως για την παροχή αποζημιώσεων για εξαγωγικές βιομηχανίες οι οποίες υποβάλλονται σε ένα πρόσθετο κόστος που προκαλείται από το «Ευρωπαϊκό πλαίσιο για το κλίμα και την ενέργεια για το 2030» οι οποίες έχουν να ανταγωνιστούν, στις διεθνείς αγορές, εταιρείες που δεν έχουν υποβληθεί σε παρόμοια κόστη. Αυτό θα πρέπει να γίνεται σύμφωνα με το διεθνές εμπορικό δίκαιο·
■ Μέτρα στήριξης, συμπεριλαμβανομένων κρατικών ενισχύσεων, για δραστηριότητες κοινού ενδιαφέροντος οι οποίες είναι απαραίτητες για τη μετάβαση σε μια οικονομία χαμηλών εκπομπών διοξειδίου του άνθρακα.

3. Από το τοπικό στο παγκόσμιο επίπεδο: δίκτυα και σχέσεις

3.1. Εσωτερικά/εξωτερικά κέντρα εξυπηρέτησης

Δεδομένου του εύρους και του οριζόντιου χαρακτήρα του περιβαλλοντικού ζητήματος, γίνεται ολοένα και πιο σημαντικό για τις συνδικαλιστικές οργανώσεις να δικτυωθούν με άλλους φορείς, τόσο σε τοπικό όσο και σε παγκόσμιο επίπεδο. Υπάρχουν πολλοί τρόποι δικτύωσης, ιδίως με τη δημιουργία εξειδικευμένων δομών (όπως οι Ecologia&Lavoro, CISL Italy, Idée Force ή Syndex, CFDT France, Peco Institute, IGBAU Germany), που μπορούν να χτίσουν γέφυρες με τις τοπικές περιβαλλοντικές οργανώσεις και τους περιβαλλοντικούς φορείς αλλά και να προσφέρουν ειδικές δεξιότητες για την υποστήριξη των συλλογικών διαπραγματεύσεων. Η διαθεσιμότητα της τεχνογνωσίας στον τομέα αυτό είναι πλέον απαραίτητη, τόσο για την αύξηση των επιπέδων της διαπραγμάτευσης αλλά και της συμμετοχής μεταξύ των κοινωνικών εταίρων και συχνά και για την διατήρηση του διαλόγου με τις περιβαλλοντικές ενώσεις, οι οποίες έχουν επεκταθεί πλέον και είναι σε θέση να ενεργούν σε διάφορα μέτωπα, συχνά τα ίδια αυτά μέτωπα όπου τα συνδικάτα επίσης λειτουργούν.

3.2. Μια προσέγγιση δίχως χαμένους: πλατφόρμες για δομημένη συνεργασία μεταξύ των κοινωνικών εταίρων

Η περιβαλλοντική αειφορία είναι το κλειδί, αν οι συλλογικές διαπραγματεύσεις και οι συνδικαλιστικές σχέσεις πρόκειται να γίνουν πιο συμμετοχικές. Κοινοί φορείς ορισμένοι μετά από εθνική, περιφερειακή, τοπική και εταιρική συλλογική διαπραγμάτευση, καθώς και διμερείς φορείς που φέρνουν κοντά τους κοινωνικούς εταίρους, θα πρέπει να είναι εξοπλισμένοι ως προνομιούχες πλατφόρμες για τη δομημένη συνεργασία, όπου η περι-

βαλλοντική αειφορία θεωρείται ως μια προσέγγιση δίχως χαμένους για τους εργαζόμενους, τις επιχειρήσεις και τις τοπικές περιοχές.

3.3. Διεθνές δίκτυο τοπικών αρχών και κοινωνικών εταίρων

Ως αποτέλεσμα της μελέτης μας, ανέκυψε άλλη μια ευκαιρία με έναν αυθόρμητο και άτυπο τρόπο ώστε να διευκολυνθεί η μετάβαση σε μια πράσινη οικονομία. Οι συνδικαλιστικές οργανώσεις που συμμετέχουν μπορούν να αναπτύξουν και να διατηρήσουν δίκτυα σχέσεων, συμπεριλαμβάνοντας εκείνους οι οποίοι προάγουν τις βέλτιστες πρακτικές για εταιρείες αλλά και ως προς σχέσεις με τις τοπικές και περιφερειακές αρχές.

Ως εκ τούτου, μέσω του διεθνούς δικτύου των συνδικάτων, θα είμαστε σε θέση να προσδιορίσουμε τις καλές πρακτικές σε επιχειρήσεις και περιφερειακές αρχές οι οποίες έχουν να κάνουν με την πράσινη οικονομία και προσανατολίζονται στην αειφόρο ανάπτυξη. Με τη δημιουργία δεσμών και με την τακτική παρακολούθηση αυτών των καταστάσεων, μπορούμε να προωθήσουμε την διάδοση και την ταχεία εξάπλωση των βέλτιστων πρακτικών για την στην αειφόρο ανάπτυξη σε μια πράσινη οικονομία, συμπεριλαμβανομένης της αξιοπρεπούς εργασίας, της ανθρώπινης ευημερίας και της μείωσης των κοινωνικών ανισοτήτων και να κινηθούμε προς την πράσινη οικονομία καθώς κινούμαστε προς μια πράσινη κοινωνία.

3.4. Ευρωπαϊκή και διεθνής συνδικαλιστική δράση

Αν τα συνδικάτα πρόκειται να εργαστούμε για τα περιβαλλοντικά θέματα, τότε θα πρέπει να δράσουμε σε διεθνές επίπεδο, ιδιαίτερα όταν πρόκειται για την καταπολέμηση της κλιματικής αλλαγής και της απώλειας της βιοποικιλότητας. Η Ευρωπαϊκή Συνομοσπονδία Συνδικάτων (ETUC) και η Διεθνής Συνομοσπονδία Συνδικάτων (ITUC) συμμετέχουν ενεργά σε αυτόν τον τομέα. Τα πιο πρόσφατα έγγραφα είναι:

1. Η Ευρωπαϊκή Συνομοσπονδία Συνδικάτων υποστηρίζει μια βιώσιμη ενεργειακή πολιτική της ΕΕ (HYPERLINK "http://www.etuc.org/press/etuc-claims-sustainable-eu-energy-policy" ETUC claims a sustainable EU energy policy) (2010)

2. Ευρωπαϊκή Ενεργειακή στρατηγική 2011-2020: Μια χαμένη ευκαιρία; (HYPERLINK "http://www.etuc.org/press/europe%E2%80%99s-energy-strategy-2011-2020-missed-opportunity" \l ".VI7ThyuG_ho" Europe's Energy Strategy 2011-2020: A Missed Opportunity?) (2011)

3. Δήλωση της Ευρωπαϊκής Συνομοσπονδίας Συνδικάτων για τη βιομηχανική πολιτική, την ενέργεια και την καταπολέμηση της κλιματικής αλλαγής (HYPERLINK "http://www.etuc.org/documents/etuc-declaration-industrial-policy-energy-and-fight-against-climate-change" ETUC declaration on industrial policy, energy and the fight against climate change) (2014)

4. Το πακέτο «ενέργεια-κλίμα» στην Ευρώπη για το 2020-2030: Οι προτεραιότητες της Ευρωπαϊκής Συνομοσπονδίας Συνδικάτων για μια δίκαιη μετάβαση (HYPERLINK "http://www.etuc.org/documents/%E2%80%98energy-climate%E2%80%99-package-europe-2020-2030-etuc%E2%80%99s-priorities-just-transition" \l ".VI7XNCuG_ho" The 'Energy-Climate' package in Europe for 2020-2030: the ETUC's priorities for a Just Transition) (2014)

5. Διεθνής Συνομοσπονδία Συνδικάτων: Η κλιματική αλλαγή είναι ένα συνδκαλιστικό ζήτημα (ITUC: HYPERLINK "http://www.ituc-csi.org/IMG/pdf/en_unions4climate-2.pdf" Climate change is a trade union issue) (2014).

Ενώ άλλοι παράγοντες (π.χ. περιβαλλοντικές ενώσεις) έχουν ήδη εμπλακεί ενεργά στην καταπολέμηση της κλιματικής αλλαγής, τα συνδικάτα, από την ίδια τη φύση την αποστολή τους, μπορούν να εξασφαλίσουν ότι η κοινωνική διάσταση της ανάπτυξης λαμβάνεται υπόψη μαζί με την περιβαλλοντική διάσταση, και ότι αυτά τα δύο τα θέματα συζητούνται παράλληλα.

Στο πλαίσιο αυτό, εκτός από τη δράση των παγκόσμιων ενώσεων και ΕΕΕ (EWCs) στην Ευρώπη, θα πρέπει να καταφέρουμε την μέγιστη δυνατή χρήση όλων των πρωτοβουλιών που προσφέρονται από τους διεθνείς οργανισμούς, όπως η εκστρατεία "Global Compact" που ξεκίνησε από τα Ηνωμένα Έθνη το 2009, ή άλλες εκστρατείες που μπορούν να οργανωθούν από τη ΔΟΕ (ILO) ή το Πρόγραμμα των Ηνωμένων Εθνών για το Περιβάλλον (UNEP).

Κατά συνέπεια, το θέμα του περιβάλλοντος ωθεί την συνδικαλιστική δραστηριότητα στη διεθνή κλίμακα, καθώς τα συνδικάτα πραγματοποιούν δραστηριότητες που σχετίζονται με την καταπολέμηση της κλιματικής αλλαγής. Ωστόσο, την ίδια στιγμή, την αγκυρώνει εξίσου έντονα σε τοπικό επίπεδο, το οποίο είναι ζωτικής σημασίας ώστε η περιοχή να προστατεύεται και να αξιοποιείται.

4. Νέα παιδεία και νέες δεξιότητες για τους συνδικαλιστές και τους εργαζομένους

4.1. Νέα παιδεία και νέες επαγγελματικές δεξιότητες

Για να είναι καινοτόμοι και αποτελεσματικοί οι εκπρόσωποι του κόσμου της εργασίας, οι συνδικαλιστές πρέπει να μελετούν σκληρά και να αναπτύσσουν νέες επαγγελματικές δεξιότητες. Τα καθήκοντα των συνδικαλιστών είναι διττά: από τη μία πλευρά, θα πρέπει να αποκτούν τις γνώσεις και τις δεξιότητες που απαιτούνται για να βοηθήσουν να διευκολυνθεί η μετάβαση που συντελείται στις εργασιακές σχέσεις. Οι περιπτωσιολογικές μελέτες που χρησιμοποιούνται στην παρούσα μελέτη δείχνουν πώς τα συστήματα των εργασιακών σχέσεων γίνονται όλο και πιο πολύπλοκα, συχνά καθιστώντας ανεπαρκείς τις "παραδοσιακές" δεξιότητες. Από την άλλη πλευρά, οι συνδικαλιστές πρέπει να είναι ικανοί να υποστηρίξουν και να διευκολύνουν την ανάπτυξη και τη δημιουργία νέων επαγγελμάτων στην αγορά εργασίας, οι οποίες είναι κατάλληλες για τα ιδιαίτερα χαρακτηριστικά της κυκλικής και υπεύθυνης οικονομίας.

Αυτοί οι στόχοι, δεν είναι εύκολο να επιτευχθούν, πρέπει ωστόσο να αντιμετωπιστούν τόσο μέσω της κατάρτισης για τους συνδικαλιστές όσο και μέσω δραστηριοτήτων άσκησης πίεσης (lobbying) των συνδικάτων αρμοδίως για να εξασφαλίζεται ότι η επαγγελματική κατάρτιση είναι συνεπής με τις αξίες της κυκλικής και υπεύθυνης οικονομίας.

Κατ' ουσίαν, τα νέα επαγγέλματα έχουν δύο βασικά χαρακτηριστικά: πρώτον, ένα υψηλό επίπεδο εξειδίκευσης και δεύτερον, τη δυνατότητα να ενσωματώνουν άλλες δεξιότητες.

Αυτά τα επαγγελματικά χαρακτηριστικά είναι ήδη παρόντα σε τρέχουσες δραστηριότητες, αλλά η κυκλική και υπεύθυνη οικονομία καθιστά τη συνεργασία και τις ενσωματωμένες δεξιότητες όλο και πιο απαραίτητες καθ' όλη τη διάρκεια του κύκλου ζωής των προϊόντων, των διαδικασιών και των οργανωτικών δομών.

Η έρευνα και η καινοτομία πρέπει να εφαρμοστεί όχι μόνο για τις τεχνολογίες, αλλά και στην κοινωνική οργάνωση. Οι ολοένα και πιο διαδεδομένες επιλογές των car-sharing και car-pooling, μπορούν να θεωρηθούν ένα μικρό, ενδεικτικό παράδειγμα των νέων οργανωτικών και κοινωνικών διεργασιών.

Ορισμένες εταιρείες και ενώσεις έχουν επιλέξει να δημιουργήσουν ψηφιακά δίκτυα car-pooling για τους υπαλλήλους του. Αυτή η κατάλληλη και χρήσιμη λύση αντιπαρατίθεται με την επικρατούσα πολιτισμική προσέγγιση ως προς τις ιδιωτικές επιλογές μεταφορών. Για παράδειγμα, στη Γαλλία, ορισμένες βέλτιστες πρακτικές στοχεύουν στην ανάπτυξη των μεταφορών χαμηλών εκπομπών ρύπων και των λύσεων για τις ανάγκες κινητικότητας σε συμφωνίες σχεδίων κινητικότητας.

4.2. Περιβάλλον: ένα οριζόντιο θέμα των συνδικαλιστικών πολιτικών

Κάνοντας τα περιβαλλοντικά θέματα προτεραιότητα, ο ρόλος των συνδικάτων επεκτείνεται και στην κατεύθυνση της ανάληψης νέων και πιεστικών ευθυνών, αναγκάζοντάς τα να υιοθετήσουν μια προσέγγιση της «ενσωμάτωσης κλιματικής πολιτικής», όπως περιγράφεται από τη στρατηγική Ευρώπη 2020.

Ως εκ τούτου, μια νέα περιβαλλοντική κουλτούρα των συνδικαλιστικών οργανώσεων πρέπει να είναι ορατή στις συνδικαλιστικές στρατηγικές γενικά, και θα πρέπει να τέμνει οριζόντια όλες τις πολιτικές που σχετίζονται με τα συνδικάτα (απασχόληση, επενδύσεις, ανθρώπινα δικαιώματα, παγκοσμιοποίηση κλπ). Είναι γεγονός ότι το περιβάλλον δεν μπορεί να περιορισθεί σαν να ήταν απλά ένα νέο θέμα προς διαπραγμάτευση ανάμεσα σε άλλα, αφού πρόκειται για θέμα που διαχέεται σε πολλούς τομείς και επηρεάζει οποιοδήποτε θέμα που συζητάμε. Όταν μιλάμε για την απασχόληση, θα πρέπει να εξετάζουμε πώς μπορεί να προωθηθεί η Δίκαιη Μετάβαση και έτσι να χτιστούν γέφυρες μεταξύ των παλαιών και των νέων θέσεων εργασίας αλλά και τους επαγγελματικούς ρόλους, συμπεριλαμβανομένων των παραδοσιακών τομέων (οι οποίοι πρέπει να "πρασινίσουν", ή πρασινίζουν ήδη) και των τομέων με τις υψηλότερες επιπτώσεις στο περιβάλλον. Όταν μιλάμε για επενδύσεις, θα πρέπει να βεβαιωθούμε ότι, ήδη από τη φάση του σχεδιασμού για τον νέο εξοπλισμό και τις νέα διαδικασίες παραγωγής, δίνεται η δέουσα προσοχή στο κατά πόσον είναι ή όχι πλήρως βιώσιμοι όσον αφορά στη χρήση πρώτων υλών και στη διαχείριση και ανακύκλωση των συσκευασιών, των αποβλήτων και των απορριμμάτων. Όταν μιλάμε για τα ανθρώπινα δικαιώματα και την παγκοσμιοποίηση, δεν πρέπει να ξεχνάμε την οικουμενική σημασία του περιβάλλοντος, και, επομένως, να δεσμευθούμε να αποτρέψουμε η μετεγκατάσταση να αξιοποιείται ως ένας εύκολος τρόπος για να μεταφέρονται σε πιο αδύναμες χώρες ιδιαίτερα ρυπογόνες μορφές παραγωγής ή οι συνθήκες εργασίας που είναι

αναξιοπρεπείς ή δυνητικά επιβλαβείς για την υγεία και την ασφάλεια των εργαζομένων και της τοπικής κοινωνίας.

4.3. Δουλεύοντας προς την κατεύθυνση της Δίκαιης Μετάβασης

Η Δίκαιη Μετάβαση είναι μια αρχή η οποία, χάρη στο διεθνές συνδικαλιστικό κίνημα, έχει συμπεριληφθεί σε πολλά έγγραφα του ΟΗΕ σε παγκόσμιες συνόδους κορυφής για την κλιματική αλλαγή. Όπως αναφέρεται στο έγγραφο «Η θέση της Ευρωπαϊκής Συνομοσπονδίας Συνδικάτων» που υιοθετήθηκε από την Εκτελεστική Επιτροπή της Ευρωπαϊκής Συνομοσπονδίας Συνδικάτων» στις 21-22 Οκτωβρίου 2014, «η Ευρωπαϊκή Συνομοσπονδία Συνδικάτων προωθεί την ιδέα της δίκαιης μετάβασης, η οποία, ενώ στοχεύει στην μείωση των αρνητικών επιπτώσεων των ανθρώπινων δραστηριοτήτων στο κλίμα και το περιβάλλον, προωθεί επίσης τον κοινωνικό διάλογο, τη συμμετοχή των εργαζομένων, την ποιότητα της απασχόλησης, το δικαίωμα στην εκπαίδευση, την κοινωνική προστασία και τα δικαιώματα των εργαζομένων».

Σε αυτό το πλαίσιο, οι συνδικαλιστικές οργανώσεις ζητούν τόσο από τις εταιρείες όσο και από τους φορείς να δεσμευτούν στη Δίκαιη Μετάβαση, δηλ. να πραγματοποιήσουν προληπτικό σχεδιασμό των δραστηριοτήτων και να υποστηρίξουν τόσο τους εργαζόμενους σε θέσεις εργασίας και τομείς που βρίσκονται σε πτωτική πορεία όσο και εκείνους που εργάζονται προς την κατεύθυνση της αειφόρου ανάπτυξης. Η έμφαση, ωστόσο, θα πρέπει να δοθεί σε νέους τομείς και μορφές ανάπτυξης. Εκτός από την έκκληση προς τις εταιρείες και τους φορείς να αναλάβουν δεσμεύσεις, οι συνδικαλιστικές οργανώσεις μπορούν να κάνουν πολύ περισσότερα για το θέμα αυτό. Πράγματι, η Ευρώπη έχει αναγνωρίσει τον ενεργό τους ρόλο και έχει πραγματοποιήσει επενδύσεις, την τελευταία δεκαετία, με την γνώση ότι η Δίκαιη Μετάβαση δεν μπορεί να πραγματοποιηθεί χωρίς κοινωνικό διάλογο. Οι περιπτωσιολογικές μελέτες της παρούσας μελέτης καταδεικνύουν σαφώς τον κρίσιμο ρόλο που έχουν παίξει τα συνδικάτα σε τοπικό επίπεδο, ιδιαίτερα σε περιπτώσεις όπου υπήρξαν συγκρούσεις συμφερόντων μεταξύ του περιβάλλοντος και της εργασίας.

4.4. Δίνοντας πρώτοι το καλό παράδειγμα: περιβαλλοντικά υπεύθυνα συνδικάτα

«Ένα γραμμάριο καλού παραδείγματος αξίζει περισσότερο από εκατό κιλά λόγια». Όπως λέει η παροιμία, μια νέα στρατηγική και συνδικαλιστική κουλτούρα, πιο προσεκτική και ευαισθητοποιημένη σε αυτά τα θέματα, θα πρέπει να είναι σαφής και αναγνωρίσιμη μέσω εσωτερικών «βέλτιστων πρακτικών»: το συνδικάτο θα πρέπει εξάλλου να ενδιαφέρεται και να προωθεί την δική του περιβαλλοντική βιωσιμότητα.

Και υπάρχουν πολλοί τρόποι με τους οποίους τα συνδικάτα, ως οργανώσεις, θα μπορούσαν να βελτιώσουν την βιωσιμότητάς τους. Οι προμήθειες τους, για παράδειγμα, θα μπορούσαν να πραγματοποιούνται με σκοπό τη διασφάλιση ότι η εσωτερική τους κατανάλωση (και αυτή των συνδεδεμένων οργανισμών τους) είναι προσανατολισμένη σε πράσινα προϊόντα

και στην υπεύθυνη κατανάλωση. Όταν τα διευθυντικά στελέχη και οι συνδικαλιστές ταξιδεύουν (π.χ. για συνέδρια), θα πρέπει να λαμβάνεται υπόψη το περιβαλλοντικό αποτύπωμα της υπερβολικής χρήσης των ιδιωτικών μέσων μεταφοράς. Η ενεργειακή απόδοση, η κατανάλωση χαρτιού και η διαχείριση των αποβλήτων στις έδρες των συνδικαλιστικών ενώσεων θα μπορούσαν να βελτιωθούν με αποδοτικότερη διαχείριση των πόρων. Υπάρχουν πολλά άλλα παραδείγματα, ωστόσο κάποιες καλές πρακτικές είναι, ήδη σε εφαρμογή σε μερικές από τις περιπτωσιολογικές μελέτες του πονήματος αυτού. Έχουμε, έτσι, ήδη σημειώσει κάποια πρόοδο προς αυτήν την κατεύθυνση και πρέπει να συνεχίσουμε να την επιδιώκουμε με μεγάλο ζήλο.

Συμπερασματικά: Η αποστολή μας

Η αποστολή μας παραμένει η ίδια: η οικοδόμηση μια πιο ελεύθερης, πιο δίκαιης και πιο αλληλέγγυας κοινωνίας. Η πράσινη οικονομία προσφέρεται, σε μεγαλύτερο βαθμό από άλλες χρονικές περιόδους ή οικονομικά μοντέλα άλλων εποχών, για την επίτευξη των στόχων μας, καθώς από την ίδια της τη φύση περιλαμβάνει εγγενώς την έννοια της ευθύνης, η οποία αποτελεί θεμελιώδες συστατικό μιας κοινωνίας όπου η δικαιοσύνη, η αλληλεγγύη, η προώθηση της ανάπτυξης και η ανθρώπινη ελευθερία επικρατούν.

Μορφές συνδικαλιστικής δράσης	
Παραδοσιακή	*Καινοτόμα*
Προστασία Εργαζομένων	Ανάπτυξη προοπτικών για το μέλλον της εταιρείας, περιφέρειας κ.λπ.
Υγεία και ασφάλεια	Αύξηση ευαισθητοποίησης σε περιβαλλοντικά θέματα, παρέχοντας γνώση και σοφία.
Συνθήκες εργασίας	Συμμετοχή στην πολιτική διαδικασία λήψης αποφάσεων σε μη παραδοσιακούς τομείς δραστηριότητας (π.χ. κλιματική προστασία)
Διμερείς διαπραγματεύσεις	Νέοι συνασπισμοί + συμμαχίες (π.χ. κοινωνία των πολιτών)
Ενίσχυση ικανοτήτων και δεξιοτήτων	Καινοτομία

Αυτές οι κατευθυντήριες γραμμές παρουσιάσθηκαν και εγκρίθηκαν από τους εταίρους του έργου κατά την διάρκεια της τελικής συνδιάσκεψης που πραγματοποιήθηκε στη Φλωρεντία, στις 16 και 17 Δεκεμβρίου 2014.

Useful materials and links

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www.cisl.it - www.centrostudi.cisl.it

www.aulnrw.de

www.fgtb.be

www.inegsee.gr

www.toscana.cisl.it

www.cisltoscana.it/ecologia-&-lavoro/ecologia-&-lavoro

Associated and affiliated organizations Websites

www.etuc.org

www.flaei.org

Project web pages

www.centrostudi.cisl.it/progetti-europei/30-vs-2013-0405-industrial-relations-for-a-green-economy.html

www.notizie.cisltoscana.it/materiali-e-documenti/Materiali-e-Documenti/02.-Enti-e-Associazioni/Ecologia—and—Lavoro/11.-Progetto-Europeo-Le-relazioni-industriali-per-una-economia-verde/

Other interesting web pages

http://www.cisl.it/sito.nsf/Documenti/5FBFA9CBE3B8A539C1257B04002EDF8B/$File/defi-Guida-europea-sindacalista.pdf (Guida Europea del Sindacalista per lo sviluppo sostenibile)

Industrial relations country profiles

Eurofound
www.eurofound.europa.eu/
www.eurofound.europa.eu/observatories/eurwork/comparative-information/industrial-relations-country-profiles

Belgium
www.eurofound.europa.eu/observatories/eurwork/comparative-information/national-contributions/belgium/belgium-industrial-relations-profile

France
www.eurofound.europa.eu/observatories/eurwork/comparative-information/national-contributions/france/france-industrial-relations-profile

Germany
www.eurofound.europa.eu/observatories/eurwork/comparative-information/national-contributions/germany/germany-industrial-relations-profile

Greece
www.eurofound.europa.eu/observatories/eurwork/comparative-information/national-contributions/greece/greece-industrial-relations-profile

Italy
www.eurofound.europa.eu/observatories/eurwork/comparative-information/national-contributions/italy/italy-industrial-relations-profile

The project “Industrial Relations for a green economy” develops a comparative analysis of best practices in industrial relations on environmental matters. The focus of the project is to identify frameworks and operational guidelines for trade unionists and other actors of the bargaining processes and to promote a more effective and participatory dialogue in Europe on green issues. The project aims to analyze good practices trading with respect environmental issues in several cases: conflicts between the need to maintain workplaces and the need to have sustainable environmental conditions; creating new jobs through new productions exposed to environmental hazards; production of goods and services with a specific “green” connotation which makes them more valuable and competitive; industrial reconversion with training of human resources and changing of productive processes.

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