



Assessing a just transition: draft methodology

Methodology for public consultation
March 2021

From 1 April to 14 May 2021, the World Benchmarking Alliance (WBA) is holding a public consultation on this draft methodology, which contains our draft just transition indicators.

All interested stakeholders are invited to review and share their comments on this draft with us by responding to the online survey available [here](#).

WBA will also host virtual roundtables to gather feedback from interested stakeholders on 28 and 29 April. You can sign up for one of the roundtables at the following links:

- [Register here](#) to join us on Wednesday 28 April, 09:00 London / 10:00 Amsterdam / 13:30 Delhi / 16:00 Singapore / 17:00 Tokyo / 18:00 Sydney
- [Register here](#) to join us on Thursday 29 April at 08:00 San Francisco / 11:00 New York / Buenos Aires 12:00 / 16:00 London / 17:00 Amsterdam

This consultation is part of WBA's continuous stakeholder engagement process. It builds on earlier presentations and meetings with a wide range of stakeholders on our just transition approach and indicators, with input from WBA's Allies; investors, policymakers, business associations, civil society and academics.

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Why a just transition?

Sustainable development can only be achieved by striking the right balance between economic, environmental and social components.¹ The concept of a just transition, which strikes the right balance between the needs to decarbonise on the one hand and to respect the rights of workers and communities on the other, is relatively new and still evolving. Currently it can be understood somewhat differently by different actors, in terms of the expectations it sets for governments, companies, and other stakeholders.

The concept is established in international goals and agreements. The ‘imperatives of a just transition of the workforce and the creation of decent work and quality jobs’² is referenced in the 2015 Paris Agreement, the international community’s commitment on climate change. Just transition is also addressed in 2015 Guidelines by the International Labour Organization (ILO)³, which aim to enable governments, workers and employers globally to ‘leverage the process of structural change towards a greener, low carbon economy, create decent jobs at a large scale, and promote social protection.’⁴ In addition, the Sustainable Development Goals⁵ (SDGs) include multiple targets that together can achieve a just transition. The targets for promoting decent work for all (SDG 8) and combating climate change (SDG 13) are particularly relevant to this, in combination with the targets for:

- implementing social protection systems (SDG 1.3)
- ensuring healthy lives and promoting well-being (SDG 3)
- increasing the number of youths and adults who have relevant skills for employment and decent jobs (SDG 4.4)
- ending all forms of discrimination against all women and girls (SDG 5.1)
- ensuring access to affordable, reliable, sustainable and modern energy for all (SDG 7)
- upgrading infrastructure and retrofitting industries to make them sustainable (SDG 9.4)
- adopting wage and social protection policies to achieve greater equality (SDG 10.4).

A just transition can be described as the transition of economies, sectors and companies to low carbon, socially just and environmentally sustainable activities.⁶ Companies have a key role in this transition, which is critical to both the SDGs and the Paris Agreement.⁷ With global CO₂ emissions from fossil fuels accounting for over two-thirds of global greenhouse gas (GHG) emissions, energy producers like those in the oil and gas and electric utilities sectors have a pivotal role in reducing the

¹ J. Cartwright, “Toward a Just Transition”, World Resources Institute. Available at: www.wri.org/climate/expert-perspective/toward-just-transition.

² United Nations, Framework Convention on Climate Change, as contained in the report of the Conference of the Parties on its twenty-first session (FCCC/CP/2015/10/Add.1), 2015. Available at: unfccc.int/files/meetings/paris_nov_2015/application/pdf/paris_agreement_english_.pdf.

³ International Labour Organization (ILO), “Guidelines for a just transition towards environmentally sustainable economies and societies for all”, 2015. Available at: www.ilo.org/global/topics/green-jobs/publications/WCMS_432859/lang-en/index.htm.

⁴ Ibid.

⁵ “The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership.” United Nations Department of Economic and Social Affairs, “The 17 Goals”, 2015. Available at: sdgs.un.org/goals.

⁶ Just Transition Centre and The B Team, “Just Transition: A Business Guide”, 2018. Available at: bteam.niceandserious.com/assets/reports/Just-Transition-A-Business-Guide.pdf.

⁷ UNFCCC, “Just transition of the workforce, and the creation of decent work and quality jobs (technical paper)”, United Nations Framework Convention on Climate Change (UNFCCC), 2016. Available at: unfccc.int/sites/default/files/resource/docs/2016/tp/07.pdf.

world's dependency on carbon, as do other high emitting sectors including automotive manufacturing, transport, construction and real estate, heavy machinery and electrical equipment, and metals and mining.⁸ 450 keystone companies in these high emitting sectors are in scope of the WBA's Climate and Energy Benchmark, which aims to assess these companies by 2023. These 450 companies employ around 24 million people.⁹

The benefits of making this transition to a low carbon economy just and equitable for workers and communities outweigh the costs. If managed well, the transition will 'prevent the immense human and economic costs of climate disruption and ... generate net new jobs and reduce inequality.'¹⁰ The ILO estimates that climate policies and a shift to sustainable practices could result in a global net increase of 18 million jobs.¹¹ If not managed well, the transition could result not only in stranded assets but also in stranded workers and communities.¹² Ultimately, the transition to a low carbon society will not be successful if commitments to implementing social standards, such as international human rights and labor rights instruments, are not prioritised as much as commitments to decarbonise. If people are not actively involved in decision making and states do not implement their existing rights obligations, people will likely act to prevent the transition.

A just transition methodology to assess companies

Companies have a critical role to play in a just transition. Therefore, as part of our mission to build a movement to measure and incentivise business impact towards a sustainable future that works for everyone, in the World Benchmarking Alliance (WBA) is developing its just transition methodology.

The scope of WBA's **just transition** methodology currently covers the companies in high emitting sectors in the scope of the Climate and Energy Benchmark. 'Just transition' can be used to refer to socially equitable transitions in other sectors. From 2022, the World Benchmarking Alliance (WBA) will integrate **social criteria into all our benchmarks** to ensure they represent transformations which 'leave no one behind'. Learn more about how WBA is building assessments of the [2,000 companies and financial institutions in scope for our benchmarks](#) using our [social transformation framework](#), including in the [food and agriculture](#), [digital](#), and [financial](#) transformations, as well as publishing spotlight social assessments on [human rights](#) and [gender](#).

In 2021, we will assess 180 companies in the oil and gas, electric utilities, and automotive manufacturing sectors on their decarbonisation performance and trajectories using the Assessing low-Carbon Transition (**ACT**) methodology. Alongside these assessments, WBA will pilot 'just

⁸ These sectors are in scope of WBA's Climate and Energy Benchmark. See further: World Benchmarking Alliance, "Measuring what matters most: WBA Seven Systems Transformations for benchmarking companies on the SDGs", 2019. Available at: assets.worldbenchmarkingalliance.org/app/uploads/2020/09/WBA-sevensystemstransformations-report.pdf.

⁹ This is an estimated figure from WBA's SDG2000 assessment, of the list of 450 companies to be assessed in the WBA Climate and Energy Benchmark by 2023. List of companies available at: www.worldbenchmarkingalliance.org/sdg2000/.

¹⁰ Robins, N., Brunsting, V., and Wood, D., "Climate change and a just transition: A guide for investor action", Grantham Research Institute on Climate Change and the Environment and the Initiative on Responsible Investment, 2018. Available at: www.lse.ac.uk/granthaminstitute/wp-content/uploads/2018/12/Climate-change-and-the-just-transition_Guide-for-investor-action.pdf.

¹¹ ILO, "World Employment and Social Outlook 2018: Greening with Jobs", 2018. Available at: www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_628654.pdf.

¹² Robins, N., Brunsting, V., and Wood, D., "Climate change and a just transition: A guide for investor action", Grantham Research Institute on Climate Change and the Environment and the Initiative on Responsible Investment, 2018.

transition assessments', which will bring together **ACT assessments**, assessments with the recently launched **core social indicators**, as well as assessments with a new set of **just transition indicators**.

The development and rollout of these indicators, as well as the pilot just transition assessments, will enable WBA to refine our approach to integrating social indicators into a fully combined Climate and Energy Benchmark ranking from 2022.

Overview of ACT Methodology

The WBA [Climate and Energy Benchmark](#) assesses the readiness of companies to transition to a low carbon economy, using the future-oriented [ACT methodologies](#). Each methodology is sector specific. The Auto, Oil and Gas and Electric Utilities methodologies contain the following indicators:

Auto

MODULE (% = MODULE WEIGHTING)	INDICATOR*
TARGETS (15%)	1.1 Alignment of Scope 1+2 emissions reduction targets
	1.2 Alignment of fleet emissions reduction targets
	1.3 Time horizon of targets
	1.4 Achievement of previous targets
MATERIAL INVESTMENT (2%)	2.1 Trend in past emissions intensity
IMMATERIAL INVESTMENT (12%)	3.1 R&D for low-carbon transition
SOLD PRODUCT PERFORMANCE (35%)	4.1 Fleet emissions pathway
	4.2 Fleet emissions lock-in
	4.3 Low-carbon vehicle share
	4.4 Conventional ICE vehicle efficiency performance
MANAGEMENT (11%)	5.1 Oversight of climate change issues
	5.2 Climate change oversight capability
	5.3 Low carbon transition plan
	5.4 Climate change management incentives
	5.5 Climate change scenario testing
SUPPLIER ENGAGEMENT (6%)	6.1 Supplier engagement
CLIENT ENGAGEMENT (4%)	7.1 Efforts to promote sales of advanced vehicles
POLICY ENGAGEMENT (6%)	8.1 Company policy on engagement with trade associations
	8.2 Trade associations supported do not have climate-negative activities or positions
	8.3 Position on significant climate policies
BUSINESS MODEL (9%)	9.1 Business activities that reduce structural barriers to market penetration of advanced vehicles
	9.2 Business activities that contribute to low-carbon optimization of personal mobility
	9.3 Business activities around the design and manufacture of vehicles to facilitate the modal transport shift

* More information on the indicators and modules rationales are available in the full sector methodology

Oil and Gas

MODULE (% = MODULE WEIGHTING)	INDICATOR*
TARGETS (15%)	1.1 Alignment of Scope 1+2 emissions reduction targets
	1.2 Alignment of Scope 1+2+3 emissions reduction targets
	1.3 Time horizon of targets
	1.4 Historic Target Ambition and Company Performance
MATERIAL INVESTMENTS (5 - 40%)	2.1 Trend in past Scope 1+2 emissions intensity
	2.2 Emissions lock-in
	2.3 Trend in future Scope 1+2 emissions intensity
	2.4 Share of unsanctioned projects within carbon budget
	2.5 Low carbon and mitigation technologies CAPEX share
	2.6 Carbon removal technologies (CDR) and carbon capture, use and storage technologies (CCS, CCUS) CAPEX share
INTANGIBLE INVESTMENTS (2 - 10%)	3.1 Share of R&D in Low carbon and mitigation technologies
	3.2 Share of R&D in Carbon removal technologies (CCS, CCUS, CDR)
SOLD PRODUCT PERFORMANCE (10 - 23%)	4.1 Trend in past Scope 1+2+3 emissions intensity
	4.2 Trend in future Scope 1+2+3 emissions intensity
	4.3 Trend in future low-carbon products share
	4.4 Energy efficiency services share
MANAGEMENT (10%)	5.1 Oversight of climate change issues
	5.2 Climate change oversight capability
	5.3 Low carbon transition plan
	5.4 Climate change management incentives
	5.5 Climate change scenario testing
SUPPLIER (0 - 20%)	6.1 Strategy to influence suppliers to reduce their GHG emissions
	6.2 Activities to influence suppliers to reduce their GHG emissions
CLIENT (0 - 10%)	7.1 Strategy to influence client behaviour to reduce their GHG emissions
	7.2 Activities to influence client behaviour to reduce their GHG emissions
POLICY ENGAGEMENT (5%)	8.1 Company policy on engagement with trade associations
	8.2 Trade associations supported do not have climate-negative activities or positions
	8.3 Position on significant climate policies
BUSINESS MODEL (10%)	9.1 Business activities that drive the energy mix to low-carbon energy
	9.2 Business activities that contribute to the reduction of energy demand
	9.3 Business activities that develop CCS, CCUS and NETs

* More information on the indicators and modules rationales are available in the full sector methodology

Electric Utilities	
MODULE (% = MODULE WEIGHTING)	INDICATOR*
TARGETS (20%)	1.1 Alignment of Scope 1+2 emissions reduction targets
	1.2 Time horizons of targets
	1.3 Achievement of previous targets
MATERIAL INVESTMENT (35%)	2.1 Trend in past emissions intensity
	2.2 Locked-in emissions
	2.3 Trend in future emissions intensity
IMMATERIAL INVESTMENT (10%)	3.1 R&D for low-carbon transition
MANAGEMENT (20%)	4.1 Oversight of climate change issues
	4.2 Climate change oversight capability
	4.3 Low-carbon transition plan
	4.4 Climate change management incentives
	4.5 Fossil fuel power incentives
	4.6 Climate change scenario testing
POLICY ENGAGEMENT (5%)	5.1 Company policy on engagement with trade associations
	5.2 Trade associations supported do not have climate-negative activities or positions
	5.3 Position on significant climate policies
BUSINESS MODEL (10%)	6.1 Integration of the low-carbon economy in current and future business model
* More information on the indicators and modules rationales are available in the full sector methodology	

Overview of Core Social Indicators

WBA will assess all 2,000 companies in the scope of our benchmarks on the Core Social Indicators (including the companies in the Climate and Energy Benchmark). The Core Social Indicators are:

Enablers for social transformation	...demonstrated by meeting expectations...	...that are signposted by Core Social Indicators (CSI):
Respect human rights	Commit to respect human rights	CSI 1 Commitment to respect human rights CSI 2 Commitment to respect the human rights of workers
	Carry out human rights due diligence	CSI 3 Identifying human rights risks and impacts CSI 4 Assessing human rights risks and impacts CSI 5 Integrating and acting on human rights risks and impacts
	Embed respect for human rights	CSI 6 Engaging with affected and potentially affected stakeholders
	Provide access to remedy	CSI 7 Grievance mechanisms for workers CSI 8 Grievance mechanisms for external individuals and communities
Provide and promote decent work	Provide healthy and safe workplaces	CSI 9 Health and safety fundamentals CSI 11 Working hours fundamentals
	Pay a living wage	CSI 10 Living wage fundamentals CSI 11 Working hours fundamentals CSI 12 Collective bargaining fundamentals
	Enable worker empowerment	CSI 12 Collective bargaining fundamentals
	Achieve diversity balance across management	CSI 13 Workforce diversity disclosure fundamentals CSI 14 Gender equality and women's empowerment fundamentals
Act ethically	Protect data privacy	CSI 15 Personal data protection fundamentals
	Pay fair taxes	CSI 16 Responsible tax fundamentals
	Eliminate bribery and corruption	CSI 17 Anti-bribery and anti-corruption fundamentals
	Responsibly lobby and influence policy	CSI 18 Responsible lobbying and political engagement fundamentals

Draft just transition indicators

The ACT methodology indicators and the Core Social Indicators are already settled. We are therefore presenting and consulting on the **draft just transition indicators**. These cover six key topics relating to a just decarbonisation and energy transition:

1. [Planning for a just transition for workers and communities](#)
2. [Social dialogue and stakeholder engagement](#)
3. [Green and decent job creation](#)
4. [Retaining and retraining/reskilling workers](#)
5. [Social protection](#)
6. [Advocacy for policies and regulation supporting a just transition](#)

The [final section](#) contains proposed options for how to weight the ACT, core social, and just transition assessment scores and how to calculate the combined Climate and Energy Benchmark scores.

We set out for each topic 1) the **expectations** placed on companies by international standards and articulated by various stakeholders; and 2) **indicators to assess companies' contributions to a just transition**.

We are aware that a majority of companies are only at the beginning of their journey to contributing to a just transition. Therefore, our proposed draft indicators focus on **fundamental actions** that are required by companies to contribute to achieving a just transition. The assessments resulting from the indicators will therefore distinguish between those who have started on the path to contributing to a just transition – taking into consideration and addressing impacts of the transition on workers and communities – and those who have not.

These fundamental actions are applicable to all high emitting sectors, therefore the draft indicators presented in this 2021 methodology are sector agnostic. By assessing the first 180 companies on

these fundamental actions in 2021, we will understand what the ‘state of play’ is on companies’ contributions to a just transition and whether their approaches to a just transition are developed within specific sectors or are linked to the broader just transition that is cross-sectoral and extends beyond a company’s immediate workers and immediate communities. We may build out additional sector-specific indicator elements in future iterations of the assessments and welcome stakeholders’ views on what these should look like.

The six just transition topics were developed and published in [WBA’s approach to assessing a just transition](#). They build on the work of numerous organisations including, amongst others, the ILO, The B Team, the Just Transition Centre, and BSR, as well as the IHRB’s Just Transitions Programme and the [‘Just Transitions For All’](#) paper. As such, they represent a series of expectations placed on companies by international norms and standards and articulated by unions, business initiatives and other actors; expectations which need to be met as part of a just transition. We have also consulted representatives of civil society organisations and investor initiatives to understand their expectations. However, we expressly acknowledge that we need to gather more feedback on the contents of this methodology to ensure the expectations and indicators also reflect the views of workers and communities; of civil society; and of policymakers. We are therefore actively seeking feedback.

Feedback and consultation

We invite feedback on the approach and in particular on the draft indicators from all interested stakeholders. To capture this, WBA will be running a public consultation from 1 April – 13 May, including an [online survey and virtual roundtables](#). This aims to ensure that workers and communities, unions, civil society representatives, policymakers, investors, and the companies themselves have their voices heard in creating these assessments and explaining what is needed to measure companies’ contributions to the just transition. We also expect this methodology and the public consultation stimulates conversations on just transition in the run up to COP26.

Topic 1: Planning for a just transition for workers and communities

Context

Just transition planning is consistent with companies' responsibility to respect human rights, as outlined by the UN Guiding Principles on Business and Human Rights (UNGPs). All companies should have public commitments to respecting human rights, including those of workers. They should also, through the due diligence process, identify, avoid and mitigate human rights impacts related to their activities, including those caused by transitioning to low carbon business models.

As part of setting goals and targets and planning to deliver a low carbon transition, companies should plan for the potential impacts of this transition on workers and local communities, so that the transition can be 'just' for those groups. A just transition plan should ensure that the company provides the opportunities and skills to workers, so that they can continue to work, and protect workers and communities against the negative impacts of decarbonisation. This planning should be based on social dialogue between workers, unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law), companies - as employers - and often governments, as well as ongoing stakeholder engagement (see further at [Topic 2](#)).

This collaboration should produce time-bound just transition plans in which companies, unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law) and other relevant stakeholders consider all possible impacts of decarbonisation and develop policies that maximise positive outcomes for workers and communities.

Companies are also increasingly required by investors to disclose climate transition risks and opportunities on all areas of their business, including the workforce, through mechanisms such as CDP and the Taskforce on Climate-related Financial Disclosures.¹³ As the energy company SSE notes in its just transition strategy, 'over 150 institutions from the investor community with more than \$10 trillion assets under management have committed to support a Just Transition, which entails embedding into decarbonisation plans, considerations of its social impact.'¹⁴ There are other commercial benefits of having a just transition plan, including being ahead of the curve on labour market and regulatory changes.

Expectations

Companies are expected to develop and implement just transition plans which respect and promote workers' and communities' fundamental rights:

- Underpinning a company's just transition plan should be a commitment to respecting human rights, protecting and promoting decent work and addressing existing and potential inequalities resulting from the low carbon transition.¹⁵ Companies' just transition plans should therefore be aligned with international human rights standards, including the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, in particular the right to freedom of association and collective bargaining.¹⁶

¹³ Just Transition Centre and The B Team, "Just Transition: A Business Guide", 2018.

¹⁴ SSE plc, "Supporting a Just Transition", 2020. Available at: [just-transition-strategy-sse-final.pdf](#).

¹⁵ ILO, "Guidelines for a just transition towards environmentally sustainable economies and societies for all", 2015.

¹⁶ BSR "Climate + the Just Transition: The Business Case for Action", 2018. Available at: www.bsr.org/reports/BSR_Climate_Nexus_Just_Transition.pdf.

- Through ongoing social dialogue (see [Topic 2](#)), companies should develop robust, measurable and evidence-based just transition plans that are underpinned by the goals of the Paris Agreement. These plans should cover all business activities and consider both short and long-term objectives. For a just transition plan to be effective, it should be aligned with broader government and stakeholder action on climate resilience.¹⁷
- To ensure objectivity and that it assesses climate-related risks and opportunities facing workers and communities, a just transition plan should be developed through regular social dialogue and stakeholder engagement.¹⁸ Meaningful collaboration between companies, workers, unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law) and, where necessary, governments, in the development and implementation of a just transition plan allows companies to anticipate both the positive and negative impacts of decarbonisation and integrate learnings on an ongoing basis.¹⁹ (See further at [Topic 2](#) below.)
- An effective just transition plan should include indicators to ensure the creation of green and decent jobs – those that provide a fair income, safe and reasonable working conditions, social protection and the effective right to freedom of association and collective bargaining – as well as indicators on how the company will retain, redeploy and reskill workers, including vulnerable and marginalised groups.²⁰ (See further at [Topic 3](#) and [Topic 4](#) below.)
- Moreover, a just transition plan should contribute to sustainable development more broadly by including measures, such as social protection, to address existing or potential inequalities resulting from the transition and drive investment in community economic renewal or diversification at the local, regional and national level.²¹

Just transition plan - SSE

One company that has released a just transition plan is SSE plc, which published its Just Transition Strategy²² in 2020. Through this it commits itself to protect workers and communities in the transition towards net zero. One of the purposes of the plan is to ‘provide an early analysis of the impact SSE might make on key stakeholder groups, specifically, employees, consumers and communities.’ In doing so, it also recognises the negative impacts of the transition and aims to reduce these.

The strategy is not only a good example of a company taking a lead in the realisation of an industry-wide just transition, it also lives up to the expectations of what a just transition with respect for workers’ and communities’ rights should look like. The plan offers a clear action timeline towards 2050 to achieve a net zero just transition that is evidenced based and follows 20 principles including principles for good, green jobs and supporting communities.

These principles set out concrete targets, for example, the creation of nearly 3,000 new (fair and decent) jobs across the whole supply chain. Furthermore, the company commits to share its economic value of renewables projects with local communities. SSE pledges to seriously consider the voices of employees in decision-making processes and it engages with a broader range of stakeholders to co-create its business plans in the transition. Moreover, it continuously aims to

¹⁷ Just Transition Centre and The B Team, “Just Transition: A Business Guide”, 2018.

¹⁸ Just Transition Centre and The B Team, “Just Transition: A Business Guide”, 2018.

¹⁹ BSR “Climate + the Just Transition: The Business Case for Action”, 2018.

²⁰ Just Transition Centre and The B Team, “Just Transition: A Business Guide”, 2018.

²¹ ILO, “Guidelines for a just transition towards environmentally sustainable economies and societies for all”, 2015.

²² SSE plc, “Supporting a Just Transition”, 2020.

ensure human rights abuses are eradicated and the company is guided by frameworks of the ILO and UN Global Compact for ‘securing enhanced social safeguards, particularly in the supply chain’.

Draft just transition indicator 1

Title: Fundamentals of just transition plans

Indicators: The company has a low carbon transition plan which will be just and equitable for workers and communities.

The company has engaged with stakeholders, including unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law), in the development of its just transition plan.

Rationale: Companies should develop low carbon transition plans that are just and equitable for workers and communities, either by developing a standalone just transition plan that is aligned with the goals of the Paris Agreement or by embedding measures to manage and mitigate the social impacts of decarbonisation in an existing low carbon transition plan. At a minimum, companies should engage with unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law) when creating the plan and, where necessary, other stakeholders, to anticipate climate-related risks and opportunities and develop strategies and processes to maximise the positive outcomes for workers and communities.

Elements:

- (a) The company has a time-bound just transition plan that has set of measurable indicators or the company has a low carbon transition plan that includes time-bound measurable indicators to manage and mitigate the social impacts of the transition on workers and communities.

AND

- (b) The company demonstrates how it engages with stakeholders, including unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law), in the development of its just transition plan.

Scoring: The company must meet elements (a) and (b) to score 2 points, one out of the two elements to score 1 point, and no elements to score 0 points.

Sources: Just Transition Centre and the B Team, “Just Transition: A Business Guide”; UNFCCC, “Just Transition of the Workforce, and the Creation of Decent Work and Quality Jobs”; WWF, “Toolkit for assessing effective Territorial Just Transition Plans Annex: Indicators for assessment”; WWF, “Toolkit for assessing effective Territorial Just Transition Plans”; Climate Action 100+ Net-Zero Company Benchmark. See [Annex 1](#) for a description of how the WBA and Climate Action 100+ Net-Zero Company Benchmark teams are working together on just transition indicators.

Draft just transition indicator 1 builds on the following ACT and WBA Core Social Indicators (CSIs):

- CS1: Commitment to respect human rights
- CS2: Commitment to respect the human rights of workers
- CS3: Identifying human rights risk and impacts

CS4: Assessing human rights risks and impacts
 CS5: Integrating and acting on human rights risks and impact assessments
 CS12: Collective bargaining fundamentals
 ACT: Indicator 'low-carbon transition plan'

Draft just transition indicator 1 does not include formal policy commitments to human and worker rights, or the fundamentals of human rights due diligence, which are included in CSI 1-5.

This draft indicator does not include an assessment of the company's low carbon transition plan, which is included in the ACT assessments (ACT Oil & Gas indicator 5.3; ACT Electricity indicator 4.3; ACT Auto indicator 5.3).

Useful definitions

Low carbon transition plan	<p>A plan on how to transition the company to a business model compatible with a low carbon economy.</p> <p>Some best practice elements of a low carbon transition plan are that it covers the short, medium and long terms; includes financial projections; includes a comprehensive description of the major changes to the business; and includes costs associated with the plan.²³</p> <p>A good low carbon transition plan demonstrates that the company has considered how to meet its low carbon objectives and move towards a business model that is compatible with the low carbon economy, evidenced through the inclusion of the best practice elements.</p> <p>An ACT assessment considers the following details of a low carbon transition plan:</p> <ul style="list-style-type: none"> • Whether the plan exists in a documented form • How the results of scenario testing influenced the plan • Timescale for implementation of the plan • Who has responsibility for its implementation (at the strategic, not operational, level) • How successful implementation of the plan will be measured and monitored. (It should include details of any linked targets, emissions reduction or energy efficiency targets, or KPIs.) <p>A low carbon transition plan may also be referred to as a 'decarbonisation strategy'.</p>
Worker	<p>An individual performing work for a company, regardless of the existence or nature of any contractual relationship with that company.²⁴</p>

²³ A full list of the best practice elements of a low carbon transition plan sought in an ACT assessment can be found in each ACT sectoral methodology; see e.g., pp. 87 ff of the ACT Oil & Gas methodology, available at: actinitiative.org/resources-2/

²⁴ WBA, "Social transformation framework", 2021. Available at: assets.worldbenchmarkingalliance.org/app/uploads/2021/02/WBA-Social-Transformation-Framework-FINAL.pdf

Topic 2: Social dialogue and stakeholder engagement

Context

Strategies and actions to achieve a just transition involve the rights and interests of current and future workers, communities and governments. An estimated 58 million people work in the global energy sector²⁵ and a further 1.4 billion workers have been identified as employed in sectors critical to climate stability.²⁶ Recent protests, such as the social movement in Chile and the *gilets jaunes* in France, reflect a historic pattern of social unrest linked to large-scale shifts in economic models, where people are effectively ‘left behind’ and feel they do not have a voice or meaningful say in the decisions which affect them. This is a clear risk to businesses, social cohesion and a just transition itself.

Social dialogue can be a tool for managing social conflict. It is defined by the ILO to include ‘all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy’. Its main objective is to promote consensus building and democratic involvement among key stakeholders in the world of work.²⁷

Stakeholder engagement is an ‘ongoing process of interaction and dialogue between a company and its stakeholders that enables the company to hear, understand and respond to their interests and concerns’. The UNGPs state that companies should identify and engage with affected or potentially affected stakeholders to identify and address their human rights risks and impacts.

Stakeholder engagement on a just transition is recommended at the local but also at the national level, to guarantee broad stakeholder engagement from all governance levels and thereby increase the possibilities for the generation of corresponding policies. In line with this, specific just transition strategies can be adapted to local needs if they are driven by national and regional government, development agencies, academia, NGOs, and civil society.

Social dialogue and stakeholder engagement provide meaningful mechanisms for addressing concerns about the just transition process at all societal levels. Formal engagement mechanisms offer a vehicle by which constituencies can comment on and contribute to closure and economic recovery planning.²⁸ Therefore, the early engagement and participation of potentially affected stakeholders including workers and their unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law), communities, civil society organisations, government agencies and others, is fundamental to recognise the human and labour

²⁵ International Renewable Energy Agency (IRENA), “Measuring the socio-economics of transition: Focus on jobs”, 2020. Available at: www.irena.org/publications/2020/Feb/Measuring-the-socioeconomics-of-transition-Focus-on-jobs.

²⁶ UNFCCC, “Just transition of the workforce, and the creation of decent work and quality jobs (technical paper)”, United Nations Framework Convention on Climate Change (UNFCCC), 2016. Available at: unfccc.int/sites/default/files/resource/docs/2016/tp/07.pdf.

²⁷ ILO, “What is Social Dialogue”, n.d. Available at: www.ilo.org/ifpdial/areas-of-work/social-dialogue/lang-en/index.htm.

²⁸ World Bank, “Managing Coal Mine Closure: Achieving Just transition for all”, 2018. Available at: documents.worldbank.org/en/publication/documents-reports/documentdetail/484541544643269894/managing-coal-mine-closure-achieving-a-just-transition-for-all.

rights and other potential socio-environmental impacts that can be caused during the low carbon transition process.

A genuine process of stakeholder consultation starting in the planning stage of a just transition and continuing throughout the process can significantly reduce the possibility of social conflict and can lead to contributions to SDG 10 (reduced inequalities) and SDG1 (no poverty). Some of the matters (among others) that should be part of any stakeholder engagement relating to a just transition are the creation of green and decent jobs; worker retention, reskilling and education; knowledge transfer; and social protection.

Companies transitioning, or failing to transition, to a low carbon economy will inevitably be linked to adverse impacts on the human rights of workers and communities around the world depending on their actions in specific contexts. Businesses have a responsibility to avoid infringing on the human rights of others and should address adverse impacts with which they are involved²⁹ and the UN Guiding Principles on Business and Human Rights (UNGPs) set out how companies can meet their responsibility to respect human rights through ongoing due diligence processes. Stakeholder engagement is key to meeting this responsibility, being intrinsic to risk and impact identification, management and remediation.

In the simplest terms; leaving **no one** behind requires **everyone** to be part of the solutions.

Expectations

Companies are expected to engage in meaningful social dialogue and stakeholder engagement on a just transition:

- Company planning for a just transition – which is covered in more depth in [Topic 1](#) – must be centred around respect for the fundamental principles and rights at work³⁰, with freedom of association and collective bargaining at the core of planning. Companies should therefore engage in continuous social dialogue with workers, unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law) and, where necessary, governments to explore climate-related risks and opportunities and anticipate the impacts of decarbonisation on workers and communities.
- Consultation with all relevant stakeholders – including communities and civil society organisations particularly concerned with climate justice and labour and human rights – may also be necessary for all stakeholders to share knowledge and agree on direction.³¹
- Companies should have a process for deciding which stakeholders to engage with and how regularly while ensuring that they take into consideration the needs of all actual and potentially affected stakeholders, including vulnerable and marginalised groups.
- As one of the ILO's four pillars of decent work, social dialogue should guarantee the effective participation of workers and unions (or equivalent worker bodies where the right to freedom of

²⁹ United Nations, “Guiding Principles on Business and Human Rights”, 2011. Available at: www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf.

³⁰ The ILO Declaration on Fundamental Principles and Rights at Work covers the following four fundamental principles and rights at work, laid out in eight conventions: freedom of association and the effective recognition of the right to collective bargaining (Convention No. 87 & No. 98), elimination of all forms of forced or compulsory labour (Convention No. 29 & No. 105), effective abolition of child labour (Convention No. 138 & No. 182), elimination of discrimination in respect of employment and occupation (Convention No. 100 & No. 111).

³¹ WWF, “Toolkit for assessing effective Territorial Just Transition Plans”, 2021. Available at: [WWF Territorial Just Transition Plan Assessment Tool- Principles for assessment \(PDF\)](#).

association and collective bargaining is restricted under law) and meaningful negotiation so that they have the opportunity to influence decisions and outcomes.³²

- Companies should have employee representation at the board level and engage in a regular dialogue with workers and unions that ranges from initial conversations on the challenges of a just transition to target-setting and delivery through planning, monitoring, and reporting.
- Discussion between companies and stakeholders can be formal or informal, however, it should be transparent and inclusive, ensuring that workers have all the information required to understand the transition and fully exercise their rights through appropriate communication channels.
- In negotiations, companies and their stakeholders should discuss how employers will work to ensure new as well as current jobs are decent, provide reskilling and development opportunities for the workforce, contribute to social protection and advocate for just transition policies.³³
- Companies should facilitate social dialogue and stakeholder engagement at the global, national and regional level, taking into account the impact of the low carbon transition on workers and communities along their entire value chain. They should work with their business partners to engage with stakeholders in a meaningful way and place expectations on business partners to respect the rights of stakeholders during engagement.

Draft just transition indicator 2

Title: Fundamentals of social dialogue and stakeholder engagement in a just transition

Indicator: The company discloses the categories of stakeholders it engages with on a just transition and demonstrates ongoing meaningful engagement with potentially or actually impacted stakeholders.

Rationale: Companies should engage with stakeholders to explore climate-related risks and opportunities and understand the impacts of decarbonisation on workers and communities. At a minimum, companies should respect workers' right to freedom of association and collective bargaining by engaging in ongoing social dialogue through consultation and negotiation with workers, unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law) and, if necessary, governments. They should also consult broader stakeholders where applicable. To do so, companies should disclose the categories of stakeholders they engage with and how they engage with them on a continuous basis and in a meaningful way.

Elements:

(a) The company discloses the categories of stakeholders it engages with on a just transition and how they are identified (at a minimum including workers, unions or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law, and potentially or actually impacted communities).

AND

(b) The company demonstrates ongoing engagement with identified stakeholders (at a minimum including workers, unions or equivalent worker bodies where the right to freedom of association and

³² ILO, "Guidelines for a just transition towards environmentally sustainable economies and societies for all", 2015.

³³ Just Transition Centre and The B Team, "Just Transition: A Business Guide", 2018.

collective bargaining is restricted under law, and potentially or actually impacted communities) as part of the company approach to supporting a just transition.

AND

(c) The company discloses the steps it takes to ensure meaningful engagement with stakeholders on a just transition.

Scoring: The company must meet all three elements to score 2 points, at least two out of the three elements to score 1 point, and no elements to score 0 points.

Sources: ILO Fundamental Principles and Rights at Work; ILO, “Guidelines for a just transition towards environmentally sustainable economies and societies for all”; Just Transition Centre and The B Team, “Just Transition: A Business Guide”; IHRB, “Connecting the Just Transition and Business and Human Rights Agenda”; SEI, “Seven principles to realize a just transition to a low carbon economy”; OHCHR, “Report on the “just transition” in the economic recovery: eradicating poverty within planetary boundaries”; LSE Grantham Research Institute and the Initiative on Responsible Investment, “Climate change and just transition: A guide for investor action”; GRI SE 1-a-i³⁴, GRI SE 1-a-iii³⁵, GRI 103 (per draft Oil and Gas Sector Standard³⁶).

Draft just transition indicator 2 builds on the following WBA Core Social Indicators (CSIs):

CSI 6: Engagement with affected and potentially affected stakeholders

CSI 12: Collective bargaining fundamentals

This draft indicator does not include how companies fulfil fundamental expectations on engagement with affected and potentially affected stakeholders in the identification and assessment of their human rights risks, which is included in CSI 6. It also does not include how companies fulfil fundamental expectations on collective bargaining, which is included in CSI 12.

Useful definitions	
Social dialogue	‘All types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy. It can exist as a tripartite process, with the government as an official party to the dialogue or it may consist of bipartite relations only between labour and management (or trade unions and employers' organisations), with or without indirect government involvement. Social dialogue processes can be informal or institutionalised, and often it is a combination of the two. It can take place at the national, regional or at enterprise level. It can be inter-professional, sectoral or a combination of these.’ ³⁷

³⁴ GRI, “Exposure draft of Universal Standards: GRI 101, GRI 102, and GRI 103”, 2020. Available at: www.globalreporting.org/standards/media/2581/item-02-exposure-draft-of-universal-standards-gri-101-102-and-103.pdf.

³⁵ Ibid.

³⁶ GRI, “GRI Sector Standard: Oil and Gas - Exposure draft”, 2020. Available at: www.globalreporting.org/standards/media/2630/og-exposure-draft.pdf.

³⁷ ILO, “What is Social Dialogue”, n.d. Available at: www.ilo.org/ifpdial/areas-of-work/social-dialogue/lang-en/index.htm.

Stakeholder engagement	An ongoing process of interaction and dialogue between a company and its stakeholders that enables the company to hear, understand and respond to their interests and concerns, including through collaborative approaches. ³⁸
Useful resources for guidance on meaningful stakeholder engagement	
Meaningful stakeholder engagement	<p>Guidance on ‘meaningful stakeholder engagement’ can be found in:</p> <p>OHCHR, “Guiding Principles on Business and Human Rights”, 2011; Shift, “Meaningful Engagement with Affected Stakeholders”, 2018; Shift, “Doing Business with Respect for Human Rights”, n.d.; Australian National University, “Stakeholder participation: IAP2 public participation spectrum”, n.d.; BSR, “Legitimate and Meaningful: Stakeholder engagement in Human Rights Due Diligence”, 2014.</p>

³⁸ WBA, “Social transformation framework”, 2020. Available at: assets.worldbenchmarkingalliance.org/app/uploads/2021/02/WBA-Social-Transformation-Framework-FINAL.pdf.

Topic 3: Green and decent job creation

Context

The transition to a low carbon world brings an enormous opportunity for the generation of green and decent jobs. Reducing carbon emissions can involve creating additional workforces in low carbon sectors, and the redeployment of workers from traditionally high emitting sectors³⁹, if government and company-level decisions provide for this. Companies should therefore have creating and providing or supporting access to green and decent jobs as a central goal in their just transition plans. These actions are crucial to keeping people employed and keeping communities functioning, contributing to achieving SDG 8 on decent work and economic growth, as well as SDG 10 (reduced inequalities) and SDG 1 (no poverty).

The ILO estimated in 2018 that 24 million new jobs will be created globally by 2030 with the implementation of the Paris Agreement. At the same time there will be a potential loss of 6 million jobs in the fossil fuels and mining sectors, resulting in a potential net gain of 18 million jobs.⁴⁰ However, these new jobs will not be created automatically; specific policies in the environmental and decent work agenda, as well as direct interventions in the just transition plans of companies, need to be in place for the generation of these new job opportunities.⁴¹

Green jobs are defined by the ILO as decent jobs that contribute to preserving or restoring the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency. However, research by the Business and Human Rights Resource Centre has shown that so far, in practice, not all green jobs – such as those in renewable energy - are “decent jobs”.⁴² The decent work dimension must also be embedded for jobs to contribute to the SDGs, in particular SDG 8.

Companies and their supply chains have a critical role to play in the generation of green and decent jobs as part of a just transition. Quality jobs, based on living wages, the right to organise and collectively bargain, and the formalisation of informal jobs, are part of the fundamentals of a just transition. These elements should take special priority in lower income countries, where most extractive and manufacturing activities are located.⁴³

Job security, labour mobility and decarbonisation will not only create benefits for workers, communities and the environment but also for the businesses themselves. The promotion of economic activity, innovation and jobs at the local level bring enormous opportunities for companies to improve their social license to operate; advantages in recruitment processes; generation of skills and retention of employees; customer loyalty; brand recognition⁴⁴ and the opportunity to be accountable in their social obligations and responsibility towards society.

³⁹ Just Transition Centre and The B Team, “Just Transition: A Business Guide”, 2018.

⁴⁰ ILO, “World Employment and Social Outlook 2018: Greening with Jobs”, 2018.

⁴¹ Kees van der Ree, ILO, “Promoting Green Jobs: Decent Work in the Transition to Low-Carbon, Green Economies”, 2019. Available at: doi.org/10.4000/poldev.3107.

⁴² Business and Human Rights Resource Centre, “Renewable Energy Human Rights Benchmark”, 2020. Available at: www.business-humanrights.org/en/from-us/briefings/renewable-energy-human-rights-benchmark/.

⁴³ Rosemberg, A, World Resources Institute, “Embedding Just Transition in Long-term Decarbonization Strategies: Why, What, and How”, n.d. Available at: files.wri.org/expert-perspective-rosemberg.pdf.

⁴⁴ Just Transition Centre and The B Team, “Just Transition: A Business Guide”, 2018.

The main challenges of this process include: how green and decent job creation may cause employment dislocation and other impacts for workers and communities; how workers in high emitting jobs can transition to green jobs; and how to ensure that new entrants to the new labour markets, especially women and young people, receive education and training to acquire the right skills needed in these new sectors.⁴⁵ As the ongoing coronavirus pandemic has shown, the impacts of changes in the job market fall first and hardest on women and other vulnerable groups.⁴⁶

An additional challenge exists for companies in sectors that will need to shrink. Some coal companies, such as Coal India Limited, have plans to shift to being energy companies: in Coal India Limited's case, to become a 'net-zero energy company' by 2023-24.⁴⁷ In the EU, the Just Transition Mechanism and its Fund aim to transition regions highly dependent on fossil fuels and high-emissions industries to clean energy.⁴⁸ However, not all companies in high emitting sectors will be able to transition into new business models; some will need to responsibly wind down operations. Such companies should plan for and provide or support access for their workers to green and decent jobs.

Green and decent job creation, and providing or support access to these jobs, will require joint efforts of governments, companies and workers that can only be achieved throughout social dialogue and stakeholder engagement (see further at [Topic 2](#)).

Expectations

Companies are expected to minimise the employment dislocation caused by the transition to a low carbon economy, by creating and providing or supporting access to green and decent jobs:

- Companies are expected to plan for green and decent job creation in a way that generates employment opportunities that are considerate of and not at the expense of the livelihoods of workers in traditional sectors.
- Businesses should conduct an assessment and disclose their climate risks and opportunities, including the risk of employment dislocation that their transition process might cause. This assessment will provide the groundwork to determine the possible impacts on workers and communities, as well as the risks and opportunities for business related to employment-generating opportunities.
- Companies should ensure that new jobs are decent - i.e. in line with the ILO decent work agenda - and promote the fundamental ILO core labour rights; create greater and equal opportunities across genders; enhance the coverage and effectiveness of social protection and formalisation of work; and strengthen tripartism (between governments, workers' and employers' organisations) and social dialogue (see further at Topic 2).
- Companies are expected to integrate meaningful stakeholder engagement with workers, trade unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law) and communities into the decision-making processes

⁴⁵ ILO, "Just Transition Towards Environmentally Sustainable Economies and Societies for all", 2018. Available at: www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---actrav/documents/publication/wcms_647648.pdf.

⁴⁶ World Benchmarking Alliance, "COVID-19 and human rights", 2021. Available at: assets.worldbenchmarkingalliance.org/app/uploads/2021/02/CHBR-Covid-Study_110221_FINAL.pdf.

⁴⁷ Chandra Bhushan, in Times of India, "Energy transition and Just Transition must go hand in hand – as coal mines become rapidly unprofitable", 2020. Available at: timesofindia.indiatimes.com/blogs/toi-edit-page/energy-transition-and-just-transition-must-go-hand-in-hand-as-coal-mines-become-rapidly-unprofitable/.

⁴⁸ European Parliament, "Just Transition Fund (JTF)", 2020. Available at: www.europarl.europa.eu/factsheets/en/sheet/214/just-transition-fund-jtf-.

concerning creating and providing or supporting access to green jobs, to ensure the generation of high quality and decent employment opportunities.

- To guarantee that access to decent work opportunities in sustainable industries is available for all, companies should incorporate different scenarios of reskilling and relocation opportunities for their workforce including change or relocation of occupations into new sectors; and education and multidisciplinary trainings to provide the skills requested in new labour markets and supply the high demand of technology knowledge in emerging roles.⁴⁹

Draft just transition indicator 3

Title: Fundamentals of creating and providing or supporting access to green and decent jobs for an inclusive and balanced workforce.

Indicator: The company has a commitment to create, and/or provide or support access to green and decent jobs. This includes a commitment to ensuring gender balance and inclusion of vulnerable groups.

Rationale: The transition to a low carbon economy will create impacts on communities and the livelihoods of workers in traditional sectors that might disappear. Companies are expected to assess the risk of employment dislocation and commit to creating and providing or supporting access to green and decent jobs as part of a just transition. These jobs must guarantee as a minimum the fundamental principles and rights at work, creating decent and gender-equal opportunities, and guaranteeing coverage of social protection, formalisation and generation of the right skills needed for new labour markets.

Elements:

(a) The company has a public commitment to create, and/or provide or support access to, green and decent jobs as part of the low carbon transition.

AND

(b) The company assesses and discloses the risks of employment dislocation caused by the low carbon transition and related impacts on workers and communities.

AND

(c) The company demonstrates the measures it takes to create, and/or provide or support access to, green and decent jobs for workers and communities as part of the just transition.

AND

(d) The company demonstrates the measures it takes to ensure that the green and decent jobs embed gender balance and the inclusion of vulnerable groups.

Scoring: The company must meet all four elements to score 2 points, at least two of the four elements to score 1 point, and no elements to score 0 points.

Sources: Just Transition Centre and The B Team, “Just Transition: A Business Guide”; LSE Grantham Research Institute and the Initiative on Responsible Investment, “Climate change and just transition: A guide for investor action”; UNFCCC, “Just Transition of the Workforce, and the Creation of Decent Work and Quality Jobs”; BSR and We Mean Business, “Climate + Just Transition, the Business Case

⁴⁹ ILO, “Skills for a greener future: A global view based on 32 country studies”, 2019. Available at: www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_732214.pdf.

for Action”; ILO, “Guidelines for a just transition towards environmentally sustainable economies and societies for all”; ILO, “Gender, labour and a just transition towards environmentally sustainable economies and societies for all”.

Draft just transition indicator 3 builds on the following WBA Core Social Indicators (CSIs):

CSI 2: Commitment to respect the human rights of workers

CSI 9: Health and safety fundamentals

CSI 10: Living wage fundamentals

CSI 11: Working hours fundamentals

CSI 12: Collective bargaining fundamentals

CSI 13: Workforce diversity disclosure fundamentals

CSI 14: Gender equality and women’s empowerment fundamentals

This draft indicator does not include the above elements, which are included in CSI 2, 9, 10, 11, 12, 13, and 14.

Useful definitions	
Green jobs	<p>‘Decent jobs that contribute to preserving or restoring the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency’.⁵⁰</p> <p>Green jobs are central to sustainable development and respond to global challenges of environmental protection, economic development, and social inclusion, hence this concept applies to all the sectors, industries and stakeholders accountable to build low carbon sustainable societies by joining efforts to create decent employment opportunities by enhancing resources efficiency.⁵¹</p>
Vulnerable groups	<p>Group of individuals with some specific economic, physical, political, or social condition or characteristic that could experience negative impacts as a result of a company’s activities and decisions more severely than others.</p> <p>Vulnerable groups can include children and youth, elderly persons, ethnic minorities, ex-combatants, HIV-AIDS-affected households, indigenous peoples, internally displaced persons, people with disabilities, and refugees or returning refugees.</p> <p>Vulnerability and impacts can differ by gender.⁵²</p>

⁵⁰ ILO, “What is a green job?”, 2018. Available at: www.ilo.org/global/topics/green-jobs/news/WCMS_220248/lang--en/index.htm.

⁵¹ ILO, “Green Jobs”, n.d. Available at: www.ilo.org/global/topics/green-jobs/lang--en/index.htm.

⁵² GRI, “Exposure draft of Universal Standards”, 2020. Available at: www.globalreporting.org/standards/media/2581/item-02-exposure-draft-of-universal-standards-gri-101-102-and-103.pdf.

Topic 4: Retaining and retraining/reskilling workers

Context

The aim of a just transition plan is to reduce emissions and increase resource productivity in a way that retains and improves employment. Reskilling and upskilling are the responsibility of companies and governments.⁵³ Companies should thus have retaining, reskilling and redeploying workers as a central goal in their just transition plans. As with creating and providing or supporting access to green and decent jobs, these actions are crucial to keeping people employed and communities functioning and contributing to achieving SDG 8 on decent work and economic growth, as well as SDG 10 (reduced inequalities) and SDG 1 (no poverty).

As noted by the ILO and OECD⁵⁴, the anticipated changes in the labour markets of economies with carbon-intensive or high-emitting sectors will have a significant impact on the skills needed by workers. In 2018 the ILO reported that ‘in the majority of countries surveyed (21 out of 27), skills mismatches are identified as major obstacles to the greening of the economy.’⁵⁵ Many countries are adopting environmental legislation that includes references to skills development. Some national level employment policies include plans for adapting skills systems including more technical and vocational training for green jobs.⁵⁶ Companies therefore have a role to play both in providing programmes to retain, retrain/reskill and redeploy workers, and advocating for policies supporting skills training for green jobs in education systems (see further at [Topic 5](#) and [Topic 6](#)).

Expectations

Companies are expected to enable job creation, retention and redeployment through appropriate skills development and training:

- When creating a just transition plan, companies should identify existing and potential skill, education and training gaps at the regional and sectoral level resulting from the low carbon transition.⁵⁷ This process should be objective and collaborative by involving all relevant stakeholders, and consider the specific skills gaps and barriers that vulnerable and marginalised groups face when entering or staying within the formal job market.
- In their just transition plans, companies should include measurable indicators on how they will facilitate training and development to fill skills gaps, to avoid redundancies and prevent an increase informal and insecure work. This should include training opportunities for up- and re-skilling as well as learning new technologies and green business practices. This should include apprenticeships and traineeships which result in certification and access to employment, as well as life-long learning programmes.
- Companies should also assist unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law) and governments, as well as research and green technology institutes who play a key role in providing new job opportunities, by providing resources to develop and facilitate training and skills

⁵³ Just Transition Centre and The B Team, “Just Transition: A Business Guide”, 2018.

⁵⁴ ILO, “Guidelines for a just transition towards environmentally sustainable economies and societies for all”, 2015.

⁵⁵ ILO, “World Employment and Social Outlook 2018: Greening with jobs”, 2018.

⁵⁶ Kees van der Ree, ILO, “Promoting Green Jobs: Decent Work in the Transition to Low-Carbon, Green Economies”, 2019. Available at: doi.org/10.4000/poldev.3107.

⁵⁷ WWF, “Toolkit for assessing effective Territorial Just Transition Plans Annex: Indicators for assessment”, 2021. Available at: [WWF Territorial Just Transition Assessment Tool- annex of indicators \(PDF\)](#).

development. This should be underpinned by ongoing social dialogue between employers and unions to ensure workers' needs and voices are represented and the needs of all workers who are currently or have the potential to be impacted by the transition across sectors are considered.

- As noted in [Topic 3](#), one of the aims of a just transition is to tackle existing inequalities within the workforce and beyond by investing in groups that are currently underrepresented in the formal economy. Companies' skills forecasting, planning and implementation should therefore provide training and employment opportunities to workers at all levels, and be designed appropriately to include young people, women and poor and marginalised groups.

Retaining and retraining/reskilling workers – Enel

In 2017, in response to COP23, Enel announced its commitment to decarbonise its energy mix by 2050 and agreed a framework regarding fair labour practices, retraining and redeployment with its Union partners.⁵⁸ As currently stated on its website, the energy utility company recognises the need to transition from fossil fuels to renewable energy sources in a just way by creating jobs and developing reskilling programs.

The company takes measures to gain 'the benefits that derive from green investments, the reconversion and repurposing of old power plants and the professional reskilling of people most affected by the change'⁵⁹, as was confirmed by a study it promoted. For example, in North America, Enel is actively hiring and providing job training to reskill workers in local communities and invests in scholarship programs in the rural communities where it operates.⁶⁰ In its reskilling and job creation programs, special consideration is given to those who are most impacted by the transition, such as communities reliant on coal mining. Further consideration is given to customers that depend on Enel's services as it works to provide homes with a clean, secure, and affordable energy supply.

Draft just transition indicator 4

Title: Fundamentals of retaining and re- and/or up-skilling workers for an inclusive, balanced workforce.

Indicator: The company is committed to and takes appropriate action to re- and/or up-skill workers displaced by the transition to a low carbon economy in a way which ensures gender balance and the inclusion of vulnerable groups.

Rationale: Companies should commit and take action to re- and/or up-skill workers that are displaced by the transition to a low carbon economy to prevent job loss and insecurity. In doing so, they should identify current or potential skills gaps in consultation with stakeholders, including at a minimum, unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law) who represent and can voice the needs of workers. They should also disclose the steps they are taking to provide re and/or up-skilling and training opportunities for workers while ensuring gender balance and the inclusion of vulnerable groups.

⁵⁸ Robins, N., Brunsting, V., and Wood, D., "Climate change and a just transition: A guide for investor action", Grantham Research Institute on Climate Change and the Environment and the Initiative on Responsible Investment, 2018.

⁵⁹ Enel, "A just transition, so that nobody is left behind", 2020. Available at: www.enelgreenpower.com/stories/articles/2020/09/just-transition.

⁶⁰ Enel, "Doing our part to build the clean energy workforce of the future", 2020. Available at: www.enelgreenpower.com/stories/articles/2020/04/build-clean-energy-workforce-future.

Elements:

- (a) The company has a public commitment to re- and/or up-skill workers displaced by the transition to a low carbon economy.

AND

- (b) The company discloses its process for identifying skills gaps which involves engaging with stakeholders including unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law).

AND

- (c) The company demonstrates the measures it takes to provide re- and/or up-skilling, training or education opportunities for workers.

AND

- (d) The company demonstrates the measures it takes to ensure that the re- and/or up-skilling, training or education opportunities embed gender balance and the inclusion of vulnerable groups.

Scoring: The company must meet all four elements to score 2 points, at least two out of the four elements to score 1 point, and no elements to score 0 points.

Sources: Just Transition Centre and The B Team, “Just Transition: A Business Guide”; ILO, “World Employment and Social Outlook 2018: Greening with jobs”; BSR and We Mean Business, “Climate + Just Transition, the Business Case for Action”; WWF, “Toolkit for assessing effective Territorial Just Transition Plans Annex: Indicators for assessment”; ILO, “Gender, labour and a just transition towards environmentally sustainable economies and societies for all”.

Draft just transition indicator 4 builds on the following WBA Core Social Indicators (CSIs):

CSI 13: Workforce diversity disclosure fundamentals

CSI 14: Gender equality and women’s empowerment fundamentals

This draft indicator does not include workforce diversity disclosure fundamentals, which is included in CSI 13. It also does not include gender equality and women’s empowerment fundamentals, which is included in CSI 14.

Useful definitions

Vulnerable groups	Group of individuals with some specific economic, physical, political, or social condition or characteristic that could experience negative impacts as a result of a company’s activities and decisions more severely than others. Vulnerable groups can include children and youth, elderly persons, ethnic minorities, ex-combatants, HIV-AIDS-affected households, indigenous peoples, internally displaced persons, people with disabilities, and refugees or returning refugees. Vulnerability and impacts can differ by gender. ⁶¹
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⁶¹ GRI, “Exposure draft of Universal Standards”, 2020. Available at:

<https://www.globalreporting.org/standards/media/2581/item-02-exposure-draft-of-universal-standards-gri-101-102-and-103.pdf>.

Topic 5: Social protection

Context

The transition to a low carbon world provides opportunities for new, decent work that is green, socially and gender inclusive, which can contribute to achieving SDGs 1, 5, 7, and 10. However, in the near-term, some workers and communities may be negatively impacted by job losses and displacement.

While social protection systems vary greatly across countries and regions, specific elements of such systems have been identified at the international level. These include ‘healthcare, income replacement benefits in the case of sickness, old age, unemployment, work-injury, disability, maternity, child and family benefits, survivors’ benefits in the case of the death of a spouse or parent, and social assistance benefits and services that guarantee basic income security.’ These protections provide workers with security to move between jobs and sectors, which may be necessary as we move to a low carbon world. Social protection is therefore critical for a decarbonisation transition that is just and leaves no one behind.⁶²

Social protection is recognised internationally as a human right, is enshrined in international labour standards and is a core objective of the SDGs (in particular, SDG Target 1.3).⁶³ While governments are primarily responsible for ensuring access to social protection, business often plays a key part in its design, financing and delivery.⁶⁴ Companies should therefore include their contribution to social protection in their just transition plans, and should work with governments to ensure provision of healthcare and unemployment benefits, income support, and pensions. In addition, where companies operate in areas with low social protection standards, the potential negative impacts of a low carbon transition may be more significant. As such, the consideration of the social protection context is an important aspect of any just transition plan.

Expectations

Companies are expected to contribute to social protection programmes and take account of the social protection context in their just transition plans and related activities:

- Companies’ just transition plans should be developed in line with broader government action to provide social protection for workers and communities that may be negatively impacted by the low carbon transition. Business plays a key role in supporting the delivery of social protection benefits, such as pensions and healthcare, and therefore companies should assess how their contributions complement the broader context.⁶⁵
- Within its just transition plan, a company is expected to outline the steps it is taking to contribute to social protection programmes. This should include measures to:

⁶² Just Transition Centre and The B Team, “Just Transition: A Business Guide”, 2018.

⁶³ See also the Universal Declaration on Human Rights, the International Covenant on Social, Cultural and Economic Rights, ILO Convention 02 on Social Security and Recommendation 202 on Social Protection Floors. From ITUC, “Economic and Social Policy Brief: The Role of Social Protection in a Just Transition”, 20XX. Available at: [role of social protection in a just transition en.pdf \(ituc-csi.org\)](#).

⁶⁴ Just Transition Centre and The B Team, “Just Transition: A Business Guide”, 2018.

⁶⁵ Robins, N., Brunsting, V., and Wood, D., “Climate change and a just transition: A guide for investor action”, Grantham Research Institute on Climate Change and the Environment and the Initiative on Responsible Investment, 2018.

- Ensure access to income support for workers who are out of work or have been negatively impacted financially by the low carbon transition;
- Provide workers with the education subsidies, training benefits, unemployment benefits and/or social assistance needed for reskilling and skills development;
- Ensure access to pensions or retirement benefits for workers who are unable to reskill or be redeployed to stay in or return to work; and
- Support low-income households meet energy costs through subsidies and other forms of financial support.⁶⁶
- It is important that social protection programmes do not perpetuate existing inequalities between groups of workers and the community, for example, by benefiting workers only in formal employment, and therefore benefits should be tailored to suit the needs of specific groups.⁶⁷ For this reason, companies should engage with stakeholders, particularly unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law), governments and other relevant stakeholders at the regional and national level, to understand how they can contribute to social protection policies and programmes that are inclusive of marginalised and vulnerable groups.⁶⁸
- Companies are expected to contribute to a just transition, and sustainable development more broadly, by paying fair taxes that provide governments with finance for social protection programmes, such as healthcare, unemployment benefits and retirement security, which are vital to ensuring the transition to a low carbon economy leaves no one behind.⁶⁹

Draft just transition indicator 5

Title: Fundamentals of social protection for a just transition

Indicators: The company acknowledges its contribution to social protection and demonstrates its engagement with third parties to ensure provision of appropriate social protection.

The company describes how it identifies and contributes to social protection in the contexts in which it operates.

Rationale: Companies are expected to support governments by contributing to social protection for workers and communities who may be negatively affected by the low carbon transition. Companies should therefore acknowledge their contribution to social protection as part of their just transition plan and engage with stakeholders, including governments and unions (or equivalent worker bodies where the right to freedom of association and collective bargaining is restricted under law) to understand and deliver different social protection requirements across their operating contexts. Underpinning this should be a company's public global tax approach and disclosure of its corporate income tax payments on a country-by-country basis.

Elements:

⁶⁶ Just Transition Centre and The B Team, "Just Transition: A Business Guide", 2018; World Bank, "Managing Coal Mine Closure: Achieving Just transition for all", 2018.

⁶⁷ UNRISD, "Why Human Rights-Based Social Protection is Needed in Climate Change Responses: A Just Transition", 2019. Available at: socialprotection-humanrights.org/expertcom/why-human-rights-based-social-protection-is-needed-in-climate-change-responses-a-just-transition/.

⁶⁸ Just Transition Centre, "Just Transition: A Report for the OECD", 2017.

⁶⁹ Just Transition Centre and The B Team, "Just Transition: A Business Guide", 2018.

(a) The company acknowledges its contribution to social protection as part of its just transition plan.

AND

(b) The company demonstrates its engagement with third parties on social protection.

AND

(c) The company describes how it identifies the different social protection requirements in the contexts in which it operates.

AND

(d) The company demonstrates how it contributes to social protection in the contexts it which it operates. (The company must also meet CSI 16 on responsible tax fundamentals.)

Scoring: The company must meet all four elements to score 2 points, two out of the four elements to score 1 point, and no elements to score 0 points.

Sources: Just Transition Centre and The B Team, “Just Transition: A Business Guide”; Just Transition Centre, “Just Transition: A Report for the OECD”; BSR and We Mean Business, “Climate + Just Transition, the Business Case for Action”; UNRISD, “Why Human Rights-Based Social Protection is Needed in Climate Change Responses: A Just Transition”; ILO, “Guidelines for a just transition towards environmentally sustainable economies and societies for all”; IHRB, “Just Transitions for All – Business, Human Rights and Climate Action”.

Draft just transition indicator 5 builds on the following WBA Core Social Indicators (CSIs):

CSI 10: Living wage fundamentals

CSI 16: Responsible tax fundamentals

This draft indicator does not include living wage fundamentals, which is included in CSI 10. It also does not include responsible tax fundamentals, which is included in CSI 16.

Useful definitions

Social protection	Social security is a human right which responds to the universal need for protection against certain life risks and social needs. Effective social security systems guarantee income security and health protection, thereby contributing to the prevention and reduction of poverty and inequality, and the promotion of social inclusion and human dignity. They do so through the provision of benefits, in cash or in kind, intended to ensure access to medical care and health services, as well as income security throughout the life cycle, particularly in the event of illness, unemployment, employment injury, maternity, family responsibilities, invalidity, loss of the family breadwinner, as well as during retirement and old age. Social security systems therefore constitute an important investment in the well-being of workers and the community as a whole, and facilitate access to education and vocational training, nutrition and essential goods and services. ⁷⁰
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⁷⁰ ILO, “International Labour Standards on Social Security”, n.d. Available at: <https://www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/social-security/lang--en/index.htm>

Topic 6: Advocacy for policies and regulation supporting a just transition

Context

Policy reform is essential to managing the social, economic and environmental dimensions of a just transition, because the transition is systemic in nature. Climate policies create and support, among other things, emissions reduction targets, green jobs generation, carbon pricing and other government support for low carbon sectors. Companies, alongside investors and other relevant stakeholders, are increasingly influential actors in the formulation of these policies.⁷¹

Together with industry and employers' organisations and associations that they are part of, companies should use this influence to advocate for policies and regulation supporting a just transition and avoid directly or indirectly advocating against or undermining policy reforms for a just transition.

The role of companies in advocating for government policies and regulation aimed to support a just transition at the regional and national level is key; of critical importance are policies oriented to drive job creation in new labour markets; public investments in green and decent jobs generation; training and education; social protection policies; and inclusive and equal conditions for vulnerable workers and communities.⁷²

Expectations

Companies are expected to advocate for policies that support a just transition and avoid undermining policies that are just transition- and climate-friendly:

- Companies are expected to advocate for policies that enable the generation of high-quality low carbon green and decent jobs and for those displaced from high-carbon roles to shift to new livelihoods.⁷³
- Individually and through industry and employers' organisations, companies should advocate for governments to ensure strong climate and just transition targets and policies, as well as develop supportive lobbying positions and investments in precompetitive sectoral collaboration on development and dissemination of green technology and know-how.⁷⁴
- Business plans for a just transition are most effective when they are tied to the broader context of action by other employers, local and regional governments, national governments and investors. Companies should advocate and collaborate, individually and through organisations, for stronger collective action and policy alignment in just transition topics, including social protection; creation of green and decent jobs for all; education, reskilling and training; formalisation of work; more inclusive labor markets; and technology development and dissemination.

Draft Just Transition Indicator 6

Title: Fundamentals of advocacy for policies and regulation in green and decent job creation; employee retention, education and reskilling, and social protection supporting a just transition.

⁷¹ Robins, N., Brunsting, V., and Wood, D., "Climate change and a just transition: A guide for investor action", Grantham Research Institute on Climate Change and the Environment and the Initiative on Responsible Investment, 2018.

⁷² Just Transition Centre and The B Team, "Just Transition: A Business Guide", 2018.

⁷³ BSR "Climate + the Just Transition: The Business Case for Action", 2018.

⁷⁴ Just Transition Centre and The B Team, "Just Transition: A Business Guide", 2018.

Indicator(s): The company advocates for policies and regulation for green and decent job creation; employee retention, education and reskilling; and social protection.

Rationale: Companies are influential actors in shaping policy. Policy reform is needed to enable a just transition. Companies should use their influence to advocate for policies and regulation supporting a just transition and avoid directly or indirectly advocating against or undermining policy reforms for a just transition.

Elements:

(a) The company has a public statement that specifies that it does not support industry and employers' organisations that oppose just transition policies.

AND

(b) The company demonstrates advocacy for just transition policies and regulation that enable the generation of green and decent jobs (and/or) retention, education and reskilling of workers (and/or) social protection at the local, national and/or international level.

Scoring: The company must meet both elements to score 2 points, one element to score 1 point, and no elements to score 0 points.

Sources: Just Transition Centre and The B Team, "Just Transition: A Business Guide"; LSE Grantham Research Institute and the Initiative on Responsible Investment, "Climate change and just transition: A guide for investor action".

Draft just transition indicator 6 builds on the following ACT and WBA Core Social Indicators (CSIs):

CSI 18: Responsible lobbying and political engagement fundamentals

ACT Indicators:

'Company policy on engagement with trade associations'

'Trade associations supported do not have climate-negative activities or position'

'Position on significant climate policies'

This indicator does not include an assessment of companies' stance on climate change and how the company expresses it in their engagement with policymakers and trade associations, which is assessed through the three ACT indicators listed above. To be assessed as low carbon aligned in an ACT assessment, the company (amongst other elements) publicly commits to international low carbon commitments; and leads sectoral/cross-sectoral initiatives against climate change (e.g., is a founding member/main sponsor/spokesperson of the initiative).

Useful definitions

Advocacy	Any action by an individual or group that speaks in favour of, recommends, argues for a cause, supports or defends, or pleads on behalf of others. To influence decisions within political, economic, and social institutions; and raising the public's consciousness about a particular issue are some of the main aims of advocacy. Advocacy includes but is not limited to activities and publications to influence public policy, laws and budgets by
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	using facts, lobbying, use of relationships and media, and communications with government officials and the public. ⁷⁵
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⁷⁵ Alliance for justice, “What is Advocacy? Definitions and examples fact sheet.” 2016. Available at: mffh.org/wp-content/uploads/2016/04/AFJ_what-is-advocacy.pdf.

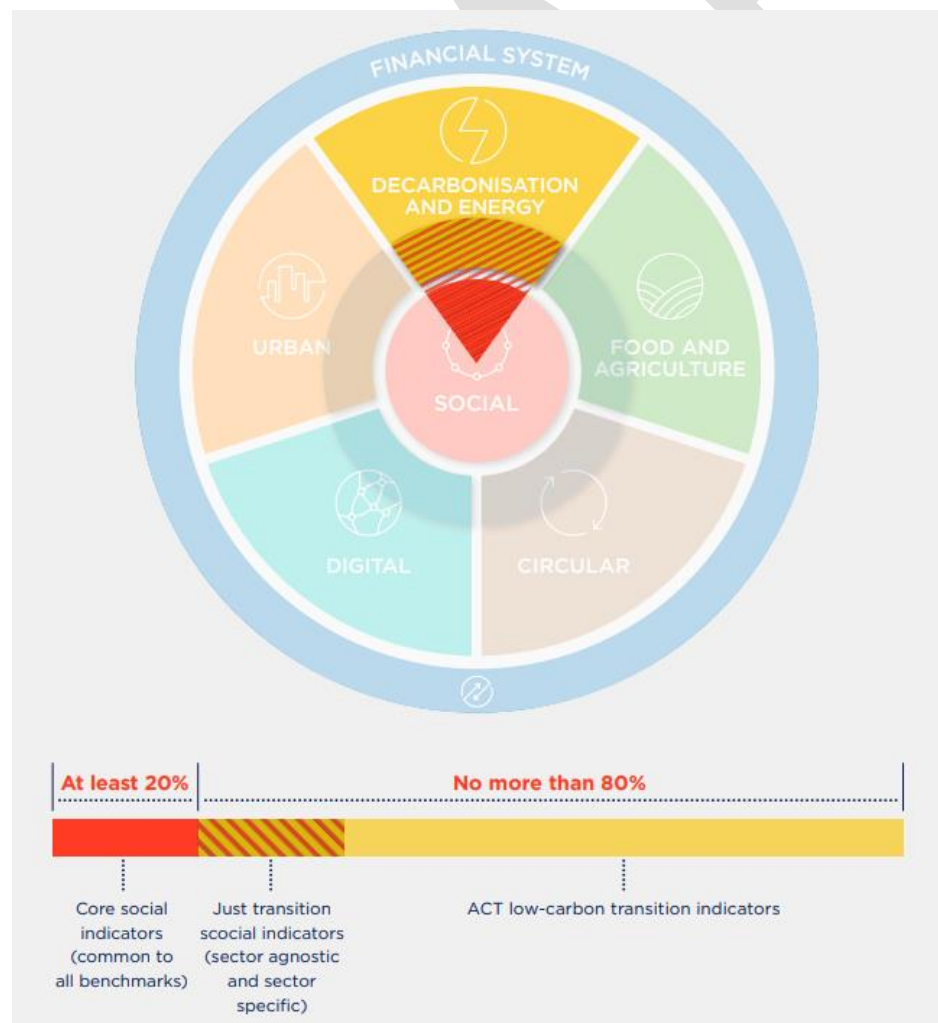
Assessment weightings and integration into the Climate and Energy Benchmark

The assessments generated by the just transition indicators, together with WBA's core social assessments and the Assessing low-Carbon Transition (ACT) assessments, will enable us to measure companies in the scope of the Climate and Energy Benchmark on their contribution to a just decarbonisation and energy transition.

2021 will be the first year that we use the core social and just transition indicators to assess companies in three high emitting sectors: Automotive, Electric Utilities, and Oil and Gas. We propose that each of the six just transition indicators will be scored from 0 – 2, in line with WBA's approach to scoring.

As noted above, the 2021 just transition indicators are sector agnostic and articulate the fundamental actions required by companies to contribute to a just transition. They will provide an assessment of what the 'state of play' is on companies' contributions to a just transition. We will therefore not, for this first year, integrate the core social and just transition indicator results with the ACT assessments to produce one overall score per company or ranking. The core social and just transition results will be presented in Q3 2021.

We intend to build out additional, sector-specific, indicator elements for subsequent iterations of the assessments. From 2022 onwards, each company's just transition assessment result will be integrated with its ACT assessment result, to produce a combined score. These combined scores will then generate the rankings of companies in the Climate and Energy Benchmark.



From 2022, the core social indicator assessments will account for at least 20% of the overall score that produces the Climate and Energy Benchmark rankings. In this consultation, we are gathering feedback on how the remaining 80% of the overall score is made up, from 2022 onwards.

We are therefore inviting feedback on the following proposed approaches.

Proportions: We are consulting on two options for how much of the proportion of the overall company score the ACT assessment and the Just Transition Indicator scores should represent:

Option 1. ACT (70 %) + Just Transition (10 %) + Core Social (20%)

Option 2. ACT (60%) + Just Transition (20%) + Core Social (20%)

Additive or multiplied: We are consulting on two options for how the overall score should be calculated:

Option 1A: Additive formula

<i>e.g.:</i> ACT score (XX/70 %) + Just Transition score (XX/10 %) + Core Social score (XX/20%) = XX%

Option 1B: Multiplied formula

<i>e.g.:</i> ACT score (XX/70%) x (JT+CSI score XX/30%) = XX%

Annex 1 – Materials reviewed to develop WBA’s draft just transition indicators

WBA and Climate Action 100+ Net Zero Company Benchmark: working together on just transition indicators

The WBA and Climate Action 100+ (CA100+) teams are working together to input into each other’s just transition indicator development processes. Cynthia McHale from CA100+ is part of the WBA Just Transition Advisory Group and WBA is part of the CA100+ Just Transition Indicator Group.

In developing the WBA draft just transition indicators, we have endeavoured to build on and complement the work of CA100+ so far: for example, acknowledging the role of the term ‘decarbonisation strategy’ for indicator 1.

WBA’s draft just transition methodology is the first of its kind and is expected to be a leading resource for other initiatives. Going forward, once the CA100+ just transition indicator(s) are developed and publicly available, WBA will explore publishing a mapping of the WBA and CA100+ just transition indicator(s).

Black font = materials reviewed to develop the core social indicators

Green font = additional materials reviewed to develop the just transition indicators

Principles and normative standards

- International Labour Organization conventions:
 - Freedom of association and the effective recognition of the right to collective bargaining (Convention No. 87 and No. 98)
 - Effective abolition of child labour (Convention No. 138 and No. 182)
 - Elimination of all forms of forced and compulsory labour (Convention No. 29 and No. 105)
 - Elimination of discrimination in respect of employment and occupation (Convention No. 100 and No. 111)
 - Occupational safety and health (Convention No. 155)
 - Resolution concerning sustainable development, decent work and green jobs
 - Working hours (Convention No. 1, No. 14 and No. 106)
- Organisation for Economic Co-operation and Development:
 - OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions (1997)
 - OECD Due Diligence Guidance for Responsible Business Conduct (2018)
 - OECD Guidelines for Multinational Enterprises (2008)
 - OECD Inclusive Framework on Base Erosion and Profit Shifting
- United Nations:
 - Gender Dimensions of the Guiding Principles on Business and Human Rights (2019)
 - Guiding Principles on Business and Human Rights (2011)
 - Human Rights Indicators: A Guide for Measurement and Implementation (2012)
 - International Covenant on Civil and Political Rights (1966)
 - International Covenant on Economic, Social and Cultural Rights (1966)
 - Sustainable Development Goals (2015)

- Convention on the Elimination of All Forms of Discrimination Against Women (1979)
- Convention on the Elimination of All Forms of Racial Discrimination (1965)
- Convention on the Rights of the Child (1989)
- Universal Declaration of Human Rights (1948)
- UN Global Compact:
 - Ten Principles of the UN Global Compact (2018)

Corporate reporting frameworks, disclosure initiatives and benchmarks

- Assessing low Carbon Transition (ACT) Auto, Electric Utilities and Oil and Gas methodologies
- Climate Action 100+ Net-Zero Company Benchmark
- BankTrack Human Rights Benchmark
- B-Lab SDG Action Manager
- Consumer Goods Forum Sustainability Supply Chain Initiative
- Future-Fit Business Benchmark
- GRI - Oil & Gas Sector Standard (draft only – final version not yet available)
- KnowTheChain
- Platform Living Wage Financials
- Ranking Digital Rights
- Renewable Energy & Human Rights Benchmark Methodology
- Social and Labor Convergence Program
- Sustainability Accounting Board Standards (SASB)
- Transparency International UK – Corporate Political Engagement Index 2018: Rating Private Sector Political Transparency
- United Nations Conference on Trade and Development – Guidance on core indicators for entity reporting on contribution towards implementation of the Sustainable Development Goals
- United Nations Guiding Principles Reporting Framework
- WBA Corporate Human Rights Benchmark methodologies
- WBA Digital Inclusion Benchmark methodology
- WBA Gender Benchmark methodology
- Workforce Disclosure Initiative
- World Economic Forum – Toward Common Metrics and Consistent Reporting of Sustainable Value Creation: Consultation Draft
- World Economic Forum – Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation: White Paper
- WWF – Toolkit for assessing effective Territorial Just Transition Plans Annex: Indicators for assessment

Other

- Australian National University - Stakeholder participation: IAP2 public participation spectrum
- BSR and We Mean Business - Climate + Just Transition, The Business Case for Action
- BSR - 21st Century Social Contract (Principle 4)
- BSR - Legitimate and Meaningful: Stakeholder engagement in Human Rights Due Diligence

- B Team – A New Bar for Responsible Tax: The B Team Responsible Tax Principles
- B Team and Just Transition Centre - Just Transition: A Business Guide
- Climate Disclosure Standards Board – CDSB Framework for reporting environmental and climate change information: Advancing and aligning disclosure of environmental information in mainstream reports
- Critical Resource – A Manifesto for Better ESG Data in the Resource and Energy Sector
- Danish Institute for Human Rights – Indicators for Business
- Ethical Trading Initiative – Base Code
- European Commission – Proposal for a Directive of the European Parliament and of the Council on Adequate Minimum Wages in the European Union
- Fair Labor Association – Workplace Code of Conduct and Compliance Benchmarks
- Fair Wear Foundation Labour Standards
- Future-Fit Business Benchmark BE21 – The right tax is paid at the right time
- General Data Protection Regulation (EU) 2016/679
- Global Living Wage Coalition
- Global Reporting Initiative – Discussion Paper: Corporate Reporting on Poverty
- Global Reporting Initiative – Exposure Draft of Universal Standards: GRI 101, GRI 102 and GRI 103
- Global Reporting Initiative and UN Global Compact – Business Reporting on the SDGs: An Analysis of the Goals and Targets
- Grantham Research Institute on Climate Change and the Environment and the Initiative on Responsible Investment - Climate change and a just transition: A guide for investor action
- Green Livelihood Alliance - Supporting Evidence for a Just Energy Transition - Global South & North perspectives
- IHRB – Just Transitions for All: Business, Human Rights and Climate Action
- IHRB – Connecting the Just Transitions and Business and Human Rights Agendas
- ILO - Guidelines for a just transition towards environmentally sustainable economies and societies for all
- ILO – Implementation Plan 2030 Agenda for Sustainable Development
- ILO - Gender, labour and a just transition towards environmentally sustainable economies and societies for all
- Institute for Human Rights and Business – Just Transitions for All: Business, Human Rights and Climate Action
- Institute for Human Rights and Business – Respecting Human Rights in the Time of the COVID-19 Pandemic: Examining Companies' Responsibilities for Workers and Affected Communities
- International Trade Union Confederation – 2019 ITUC Global Rights Index: The World's Worst Countries for Workers
- Living Wage Foundation – The Sustainable Development Goals and the Living Wage
- London School of Economics - Climate Change and the Just Transition
- Office of the High Commissioner for Human Rights – Tackling Discrimination against Lesbian, Gay, Bi, Trans & Intersex People: Standards of Conduct for Business
- Office of the High Commissioner for Human Rights - Report on the “just transition” in the economic recovery: eradicating poverty within planetary boundaries
- Principles for Responsible Investment – Advancing Tax Transparency: Outcomes from the PRI Collaborative Engagement 2017-2019

- Responsible Lobbying – An Evaluation Framework
- Shift – Leadership and Governance Indicators of a Rights-Respecting Culture
- Shift – Respecting Trade Union Rights in Global Value Chains: Practical Approaches for Business
- Shift - Meaningful Engagement with Affected Stakeholders
- Shift - Doing Business with Respect for Human Rights
- Social Accountability 8000 International Standard
- Social and Human Capital Coalition – Social and Human Capital Protocol
- Stockholm Environment Institute - Seven principles to realize a just transition to a low-carbon economy
- Transparency International UK – Open Business: Principles and Guidance for Anti-Corruption Corporate Transparency
- Transparency International UK – Wise Counsel or Dark Arts? Principles and Guidance for Responsible Corporate Political Engagement
- UK Equality and Human Rights Commission – Business and human rights: A five-step guide for company boards
- United Nations – Global Sustainable Development Report 2019: The Future is Now: Science for Achieving Sustainable Development
- United Nations Children’s Fund, UN Global Compact and Save the Children – United Nations Children’s Rights and Business Principles
- United Nations Framework Convention on Climate Change - Just Transition of the Workforce, and the Creation of Decent Work and Quality Jobs
- United Nations Global Compact – SDG Ambition Benchmark Reference Consultation Draft
- United Nations Research Institute for Social Development – Measuring Corporate Sustainability Towards Accounting Fit for the SDGs
- Women’s Empowerment Principles
- WBA – Measuring What Matters Most: Seven Systems Transformations for Benchmarking Companies on the SDGs
- World Bank – Managing Coal Mine Closure: achieving a Just Transition for All
- World Business Council for Sustainable Development – Reinventing Capitalism: A Transformation Agenda
- WWF – Toolkit for assessing effective Territorial Just Transition Plan

Annex 2 – Just Transition Advisory Group members

As of 30 March 2021, the below list shows the membership of WBA's Just Transition Advisory Group (JTAG):

- Jessie Cato, Business and Human Rights Resource Centre (BHRRC)
- Sam Harris, BSR
- Cynthia McHale, Ceres (part of Climate Action100+ (CA100+))
- Christina Herman, Interfaith Center on Corporate Responsibility (ICCR)
- Nick Robins and Sabrina Müller, Grantham Research Institute on Climate Change & the Environment
- Scott Jerbi, Institute for Human Rights and Business (IHRB)
- Laura Kelly, International Institute for Environment and Development (IIED)
- Mette Lund, Just transition and green jobs expert
- Samantha Smith, Just Transition Centre - International Trade Union Confederation (ITUC)
- Emily Hickson, The B Team
- Professor Dev Nathan, Institute for Human Development

More members may join in due course.