How does this modular slide deck work?

This modular slide deck is a template for presenting the business case for a Just Transition to your management board or senior management. Optional investor-focused slides are included near the end.

To **adapt** the deck:

- copy the content of this template into your **own corporate design**;
- choose **one overall narrative** to guide the presentation;
- replace ***the purple fields*** **with company-specific information**;
- adapt, **add or remove** slides as needed; and
- remove the **yellow guidance boxes** (practical advice) and **green guidance boxes** (including additional resources) before presenting.

*Example Company

VIRELIA AUTOMOTIVE

This slide deck uses **Virelia Automotive**, a fictional company, as an illustrative example. Slides are marked with a purple star. For further input material, please refer to the appendix slides.

Additional Resource: Click here for PPT ready to adapt to your needs.

Slide deck structure

- **What is a Just Transition?**
- **Narrative and Pitch**: Why is a Just Transition a thing?
- **External Factors** Driving a Just Transtion
- **Internal Factors** Driving a Just Transtion
- **Outlook**: Next Steps & Needs
- **Investor Slides**
- **Additional Resources**

This slide gives you an overview of the presentation's content and structure.

This deck is a modular toolkit.

Adapt it to your company's situation using the ***purple highlights*** and **yellow** and **green guidance boxes**.

WHY A JUST TRANSITION MATTERS TO *NAME OF COMPANY*

THE BUSINESS CASE FOR A JUST TRANSITION

FROM RISK TO RESILIENCE: WHY A JUST TRANSITION MATTERS

Practical advice
Adapt this slide to your logo, corporate design and choose a title.

WHAT IS A JUST TRANSITION?

What is a Just Transition? (Option 1)

The term "just transition" refers to the **transition to a human rights economy that is fair, equitable, inclusive and sustainable, creates decent work opportunities, reduces inequalities and poverty as well as upholds the human rights of workers and affected communities**, in particular Indigenous Peoples and communities affected by environmental degradation and by the measures that are needed to address it. Stakeholder engagement or social dialogue is also important and the shift towards a sustainable economy must include the entire economic spectrum, from energy and transport to agriculture to financial services.

UNITED NATIONS HUMAN RIGHTS OFFICE OF THE HIGH COMMISSIONER

ILO & OHCHR (2024)

Practical advice
We would recommend to **start your pitch** with a short explanation of the **concept of a just transition** (JT).

In its original definition, the International Labour Organization (ILO) does not include the key term **"climate change"**. Instead, it subsumes climate change and its effects under the concept of **"environmental degradation".**

Resources
For national and international standards and legislation, please refer to our **Just Transition Landscape Mapping** and our slide on **International & National Standards** under "additional resources" at the end of this slide deck.

What does Just Transition mean for *[my company]?* (Option 2)

"For ***[Company Name]***, a just transition means securing the livelihoods of our ***[X]*** employees in carbon-intensive operations while building the skills base our business needs for the next decade.“

"For ***[Company Name]***, a just transition means decarbonising our production processes in a w hat protects jobs in our most emissions-inte lities and ensures our communities remain vi ic partners

Practical advice
Select one company-specific statement and consider what a **just transition** means **in your company's context**:
What does it mean for your **business**, your **workforce**, **your supply chain** and **affected communities**?

(...) **a just transition is** absolutely **critical.** We must recognize the human costs of the energy shift. Social protection, temporary basic income, re-skilling and up-skilling can help **to support workers** and ease the changes caused by decarbonization."

António Guterres, UN Secretary-General (2020)

Resources
For **additional leadership quotes** please refer to the first slide under “additional resources” at the end of this slide deck.

What does Just Transition mean for Virelia Automotive?

*"For **Virelia Automotive**, a Just Transition means securing the livelihoods and future employability of our **workforce of 48,000 employees** as we shift from internal-combustion-engine manufacturing towards electric vehicle production.*
All while building the skills, technologies and partnerships our business needs for the next decades."

*Example Company

VIRELIA AUTOMOTIVE

(...) **a just transition is** absolutely **critical.** We must recognize the human costs of the energy shift. Social protection, temporary basic income, re-skilling and up-skilling can help **to support workers** and ease the changes caused by decarbonization."

António Guterres, UN Secretary-General (2020)

NARRATIVE AND PITCH:
WHY IS A JUST TRANSITION A THING?

Why [my company] Should Work Towards a Just Transition

NARRATIVE	EXTERNAL PRESSURE	LOW-COST ENHANCEMENT	MATERIALITY & RESILIENCE
OPENING MESSAGE	**The regulatory and investor landscape is shifting fast, and companies that wait to act on a just transition will find themselves playing catch-up with their peers.**	**A just transition approach is largely within reach: the foundation is already in place, and the remaining gaps are manageable.**	**Our analysis has identified material impacts in our just transition exposure that, left unaddressed, represent tangible risks to our business.**
	Advancing …	*Our initial analysis reveals strong alignment …*	*A closer look at our current sustainability …*

Practical advice

We recommend opening with the narrative you intend to develop throughout the deck. **Focus on one central aspect** that most likely persuades your audience.

Most companies build their pitch around one of three popular narratives outlined on this and the following slides. Experience shows that a **clear communication strategy can be essential to successfully pitch** the case for a just transition.

You **may adapt these narratives or add your own**. Please keep in mind that you may need to select among the subsequent slides to ensure that the entire presentation suits the narrative you have chosen.

Why Virelia Automotive should work towards a JT

VIRELIA AUTOMOTIVE

*Example Company

NARRATIVE	EXTERNAL PRESSURE	LOW-COST ENHANCEMENT	MATERIALITY & RESILIENCE
OPENING MESSAGE	*The regulatory and investor environment is moving quickly. Virelia should act before JT expectations become a source of scrutiny.*	*Virelia has most of the necessary building blocks that ensure company transformation while assuring its workforce employability. The priority is to connect them under one framework.*	*Virelia's transition to electric mobility will test the resilience of its workforce, supply chain and production across regions.*
CORE MESSAGE	*JT is becoming part of how automotive companies are assessed. A reactive approach would increase regulatory pressure, reputational risk and strategic constraints. Acting now gives Virelia greater control over the pace, scope and narrative of its response.*	*Existing activities across HR, climate, procurement and stakeholder engagement already address parts of the JT agenda. The gap here lies within coherence. We need clear ownership, measurable priorities and consistent reporting. This can be addressed without creating a parallel programme.*	*Not all transition impacts are equally material to Virelia. A just-transition lens helps us prioritise the workforce, supplier and regional dependencies that could affect operational continuity and our ability to adapt at pace. Addressing these pressure points early strengthens resilience.*
CLOSING MESSAGE	*Act early to retain strategic control.*	*Integrate existing activities and close material gaps.*	*Prioritise material transition risks to strengthen Virelia's ability to anticipate, absorb and adapt.*

The Three Elements of a Just Transition

Transition out

Transition **out of regions**, business practices, relationships and products **because of climate or environmental measures**.

Transition in

Transition **into new regions**, businesses practices, relationships and products **because of climate or environmental measures.**

Adaptation

Measures to **adapt to the new environment** and circumstances **resulting from climate change**.

Example

Practical advice

Before presenting, replace the lower-case placeholders with real examples from your company. Depending on your audience, you may choose to put the:

- **Example first**, concept second: best when management needs a concrete anchor before engaging with the framework.
- **Concept first**, example second: best when your audience already has a basic understanding of Just Transition.

Additional information

A just transition is **relevant to every company**, not only specific regions or sectors. All businesses will need to decarbonise and adapt to a changing climate.

The framework shows three ways climate change can affect corporate practice. Activities may be phased down, new activities may be developed, and operations may need to adapt.

The weighting of these three elements depends on your companies plans and activities.

The Three Elements of a Just Transition

*Example Company

VIRELIA AUTOMOTIVE

Transition out

Transition **out of regions**, business practices, relationships and products **because of climate or environmental measures**.

Example

Virelia will phase out internal-combustion-engine production and should therefore plan support for affected workers.

Transition in

Transition **into new regions**, businesses practices, relationships and products **because of climate or environmental measures.**

Example

Selected vehicle production lines need to be converted to EV models and invest in the skills needed for new roles in EV and battery assembly.

Adaptation

Measures to **adapt to the new environment** and circumstances **resulting from climate change**.

Example

As heat exposure increases, Virelia will introduce cooling measures and adjust work practices to protect workers at its production sites.

EXTERNAL FACTORS DRIVING A JUST TRANSITION

European Sustainability Reporting Standards on a JT

ESRS 1 – General requirements AR 30 for para. 52

"The climate-mitigation transition plan results **in negative material impacts or risks related to own workforce**. To promote connected information (see Chapter 9.2), the undertaking: (a) discloses under own workforce the material negative impacts or risks resulting from the transition plan, including the actions that cause them, with a cross-reference to the climate disclosure; and (b) provides a description in the climate disclosure of how the climate related material negative impacts or risks are addressed."

ESRS 1 S1 – Own Workforce AR 5 for para. 16

"This applies to measures taken to **mitigate negative impacts on its own workforce that arise from the transition to a low-carbon and climate-resilient economy**. For example, downscaling or mass dismissal may occur when a factory is closed, and this could lead to measures such as intra company placements or early retirement plans with an impact on the employees. Other examples include current and/or expected external developments that influence dependencies that are sources of just transition risks."

EFRAG Implementation Guidance Transition Plan for Climate Change Mitigation 2.3.1, para. 51

"**Just transition is relevant** for undertakings to consider in relation to **disclosures on transition plans for climate change mitigation**. (…) this transition has **significant implications for workers, communities** and also **consumers** across the various sectors in the economy, from energy and transport to agriculture or financial services."

Practical advice
Consider using this slide if your company is affected by the CSRD/ESRS or if your company is subject to other regulatory requirements that might be more pertinent to your company:

"*As part of our obligations, we are required to report on central elements of a just transition.*"

Feel free to adapt the slide to reflect on potential other requirements relevant to your company.

European Sustainability Reporting Standards on a JT

*Example Company

VIRELIA AUTOMOTIVE

ESRS 1 – General requirements AR 30 for para. 52

- *Virelia's climate-transition plan must be assessed for material negative impacts and risks affecting its own workforce (e.g. phase-out of internal-combustion-engine manufacturing)*
- *The planned shift from combustion-engine to EV production may change jobs, skills and employment prospects. Virelia must describe, how these impacts are addressed (e.g. through reskilling, site conversion, social plans).*

ESRS 1 S1 – Own Workforce AR 5 for para. 16

- *Where material workforce impacts or risks arise, Virelia should disclose them and explain in the climate disclosure how they are being addressed (e.g. intra-company placements)*

EFRAG Implementation Guidance Transition Plan for Climate Change Mitigation 2.3.1, para. 51

For Virelia, JT considerations are relevant to transition-plan disclosures where

- *the transformation has significant implications for workers, communities or consumers; e.g. regional employment effects and cooperation with municipalities, education providers, and trade unions.*
- *Skills development as a cross-sectoral JT dimension needed, e.g. qualification programs for high-voltage technology and battery-cell manufacturing, supporting the company's stated goal of "future employability".*

External Information Requests on a Just Transition

Partners and external stakeholders increasingly **care about a just transition** and approach us for comment.

NGOs & Civil society	Has your company been directly contacted by NGOs, unions or civil society regarding human rights concerns, community impacts, or social risks linked to green transition activities?
Investors	Have investors or financial institutions requested information on how your decarbonisation plans may affect local employment, communities, or regional economies?
Customers	Have your customers or business partners identified just transition risks within their sector or company as part of their impact analysis, and raised concerns about our transition plans, their social effects, or implications for business continuity?

Practical advice

We recommend highlighting **the growing external pressures**, raised questions and the potential **negative impacts of not being prepared** to respond to external information requests on a just transition.
For example, **companies report** that **investors** are increasingly driving action and **asking questions about a just transition**.

External Information Requests on a Just Transition

*Example Company

VIRELIA AUTOMOTIVE

Partners and external stakeholders increasingly **care about a just transition** and approach our company for comment.

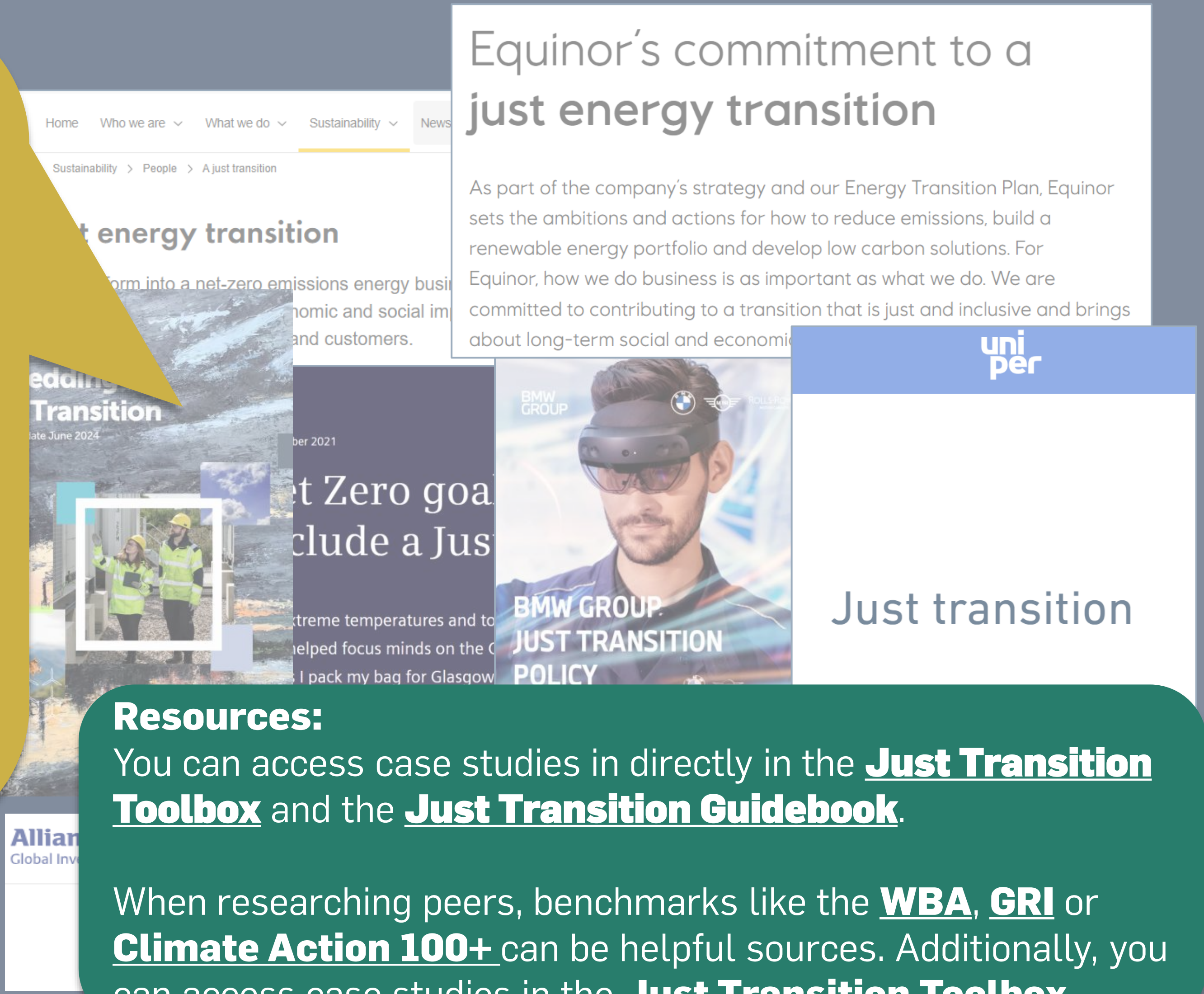
NGOs & Civil society	*NGO ABC tracks human rights allegations in connection with transition materials. We were contacted for comment regarding an allegation of forced relocation of local communities near one of our main providers mines.*
Investors	*LMN, one of our largest investors approached us for further information regarding our transition plans to EV production with the following question: „In regions where you are planning plant closures or significant operational changes related to new production lines, what proportion of local employment does your company represent? What is your costed plan for workforce transition and community support, and how will you mitigate the associated social, economic and regulatory risks?"*
Customers	*Our major customer XZY is worried about production continuity and reliable vehicle delivery. He recently asked us: „How will you ensure that the shift to EV production does not compromise production continuity, product quality or delivery reliability, particularly as roles, skills and labour relations change?"*

Our Peers are Taking Action

Practical advice
Leaders are often motivated to take action when their peers begin addressing an issue. We recommend **personalising this slide** by researching companies in your country or sector that are taking action on a just transition. Identify 2–3 competitors or peers in your market that have made public just transition commitments.

Link peer action to your own business context. Where are your peers gaining ground in markets? Are they improving their access to financing or strengthening investor confidence?

This helps leadership understand **a just transition is not as an abstract trend**, but a development with concrete implications for your competitive position.



Resources:
You can access case studies in directly in the **Just Transition Toolbox** and the **Just Transition Guidebook**.

When researching peers, benchmarks like the **WBA**, **GRI** or **Climate Action 100+** can be helpful sources. Additionally, you can access case studies in the **Just Transition Toolbox.**

Our Peers are Taking Action (fictuous company example)

VIRELIA AUTOMOTIVE
*Example Company

Peers/ Main competitors	SOLMERA CARS*
Approach	- SOLMERA has published a dedicated JT Policy that covers employees, human rights, stakeholder engagement, value chain and communities - SOLMERA takes a six-year forward-looking approach and links workforce planning and declining personnel needs to retraining and internal deployment options
Lesson for Virelia	- A credible transition plan starts before jobs are affected - Workforce planning, skills forecasting can be managed as one integrated process

* Fictuous company example. All images are AI-generated

INTERNAL FACTORS DRIVING A JUST TRANSITION

Just Transition as a Cross-Cutting Sustainability Issue

Board

Board Sustainability Committee/Execu

Sustainability Department

Environment

- Climate
- Biodiversity
- Circular Economy
- Water
- …

Social

- Human Rights
- Diversity
- Living Wages
- OHS
- …

Just Transition

Practical advice

After outlining the external pressures encouraging your company to advance a just transition, explain how the concept applies to your specific internal context. Highlight the **internal arguments** that support **the business case** and show how **a just transition connects** to your **existing sustainability structure** and strategy. Use this opportunity to **identify potential synergies and bridges** between existing environmental, social and governance priorities. Depending on your audience's familiarity with your sustainability structure you may add a slide from an existing presentation on the relevance of sustainability issues or on current measures.

Insert your own corporate sustainability structure and issues, you may choose to add tasks, responsibilities or lines of reporting.

Just Transition as a Cross-Cutting Sustainability Issue

*Example Company

VIRELIA AUTOMOTIVE

Board

Executive Management Committee

Sustainability Department

Environment

- *Climate*
- *Biodiversity*
- *Circular Economy*
- *Water*
- *Decarbonization*

Social

- *Human Rights*
- *Diversity*
- *Living Wages*
- *OHS*

Governance

- *Anti-Corruption*
- *Anti-Trust*
- *Risk Management*
- *Due Diligence*

HR

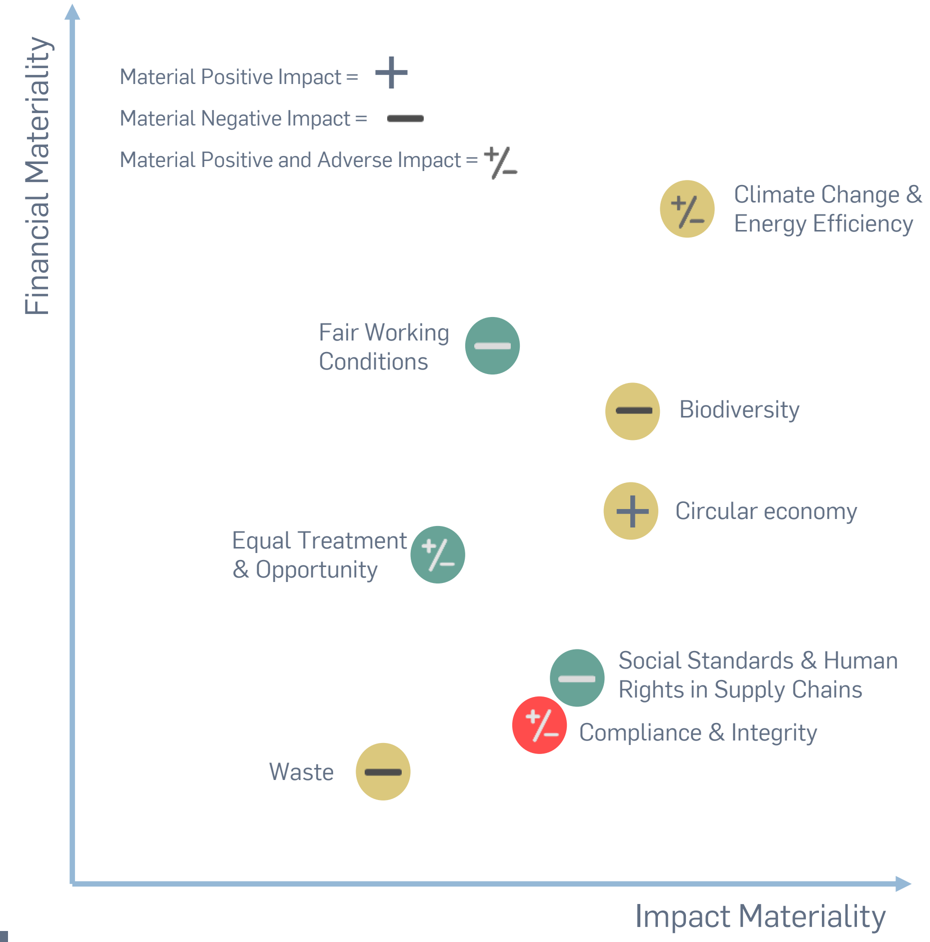
Procurement

Communications

Just Transition as Cross-Cutting Priority

How does a Just Transition affect *[my company]*?

Environment, Social, Governance



Material Impact	Connection to a Just Transition
Climate Change & Energy Efficiency	
Fair Working Conditions	
Social Standards & Human Rights in Supply Chains	
Circular Economy	
Equal Treatment & Opportunity	

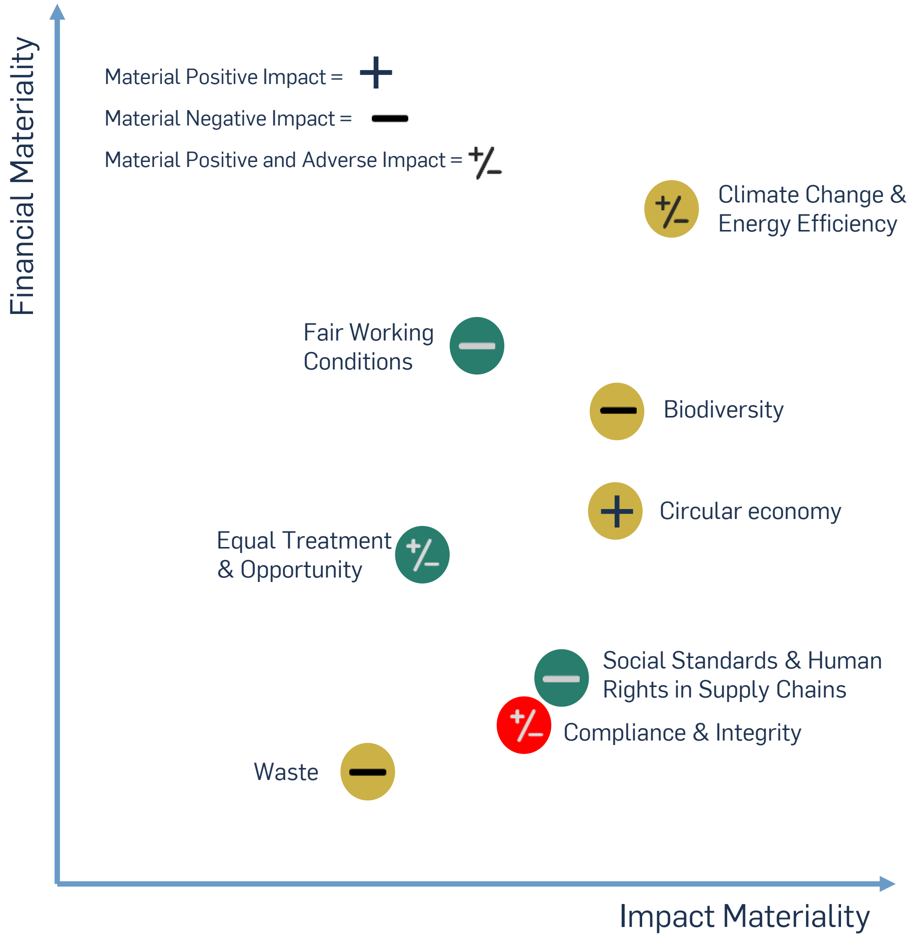
Practical advice
We recommend you to **connect** the relevance of a **just transition** to the overall **double materiality analysis** under the CSRD. This enables you to build on existing concepts that might be more familiar to your audience.
We recommend using an easily readable graphic like this example to showcase positive and negative material impact. In addition, you can differentiate between financial and impact materiality as well as the three categories ESG.
In a second step, link the material impacts to a just transition lens. Ideally, use the chart to personalise the examples cited there and replace with company-specific impacts.

How does a Just Transition affect Virelia ?

*Example Company

VIRELIA AUTOMOTIVE

Environment, Social, Governance



Material Impact	Connection to a Just Transition
Climate Change & Energy Efficiency	The transition to electric mobility create ripple effects and social impacts across our workforce, supply chain and communities through changes in production, skills, and local economic activity.
Fair Working Conditions	The transition risks job losses and precarious employment causing negative impacts for our employees and workers in our supply chain. Current employees in activities being phased down may face changes in employment security, income continuity and access to redeployment.
Social Standards & Human Rights in Supply Chains	The shift to electric mobility may increase reliance on battery-material value chains in which workers and affected communities may face adverse human-rights impacts. Current suppliers that are affected by Virelia's transition to EV production often lack the resources and know-how needed to address negative impacts.
Circular Economy	EV and battery repair, reuse and recycling may create new capabilities, new roles and opportunity for alternative employment while reducing raw material usage.
Equal Treatment & Opportunity	Employees affected by the phase-out of combustion-related activities may face unequal access to new electric-mobility roles or training.

Negative Just Transition Impacts & Risks

Impact & Risk	Extreme weather events	Transition minerals	Workforce & skills shift
Exposure	Describe which sites, o… and workers are exp… climate-related haz… heat stress, flooding… scarcity)		…ribe how the transition …s workforce needs and …ment prospects. (e.g. roles …ew skills required or … skills shortages)
Inside-Out	Describe the negati… workers and neighb… communities. (e.g. h… displacement or los… livelihoods)		… the negative impacts on … workers and …ities. (e.g. job losses, …nsecurity or unequal … reskilling)
Outside-In	Describe h… could … a… disruption or higher…		… how workforce impacts …ect your business …ance. (e.g. production …ndustrial action, talent …es or lower retention)

Practical advice

Here you should summarise the findings from the **negative impacts and risks** based on the and prioritisation you conducted (see chapter three in the toolbox).

- We recommend making these **summaries as concrete as possible** and concentrating on the most material 2-3 impacts to narrow the discussion
- In this part of the presentation you try to showcase the risks your company faces if you do not take action on a just transition as well as the relevance of a just transition to your context, operations and strategy

Negative Just Transition Impacts & Risks

*Example Company

VIRELIA AUTOMOTIVE

Impact & Risk	Extreme weather events	Transition minerals	Workforce & skills shift
Exposure	Ca. 20% of Virelia company infrastructure and operations are in geographic regions that are vulnerable to extreme weather events.	The batteries in our electric vehicles require lithium which we source from main providers in South America.	HR estimates that we will require 4.300 new jobs in an EV production line with new highly qualified skills and will lose 10.000 jobs in Virelia's current production sites.
Inside-Out	The exposure to such extreme weather events poses a danger to local workers…	NGO reports link mining in the region to environmental pollution and violations of indigenous people's rights.	Our workers in current production sites and operations face job loss and financial insecurity.
Outside-In	… and risks to damage to material assets of our company's infrastructure.	Through more stringent human rights and environmental due diligence, we face legal, regulatory, and reputational risks.	Virelia risks facing a shortage of needed skills that hamper the transition speed and operations.

Positive Just Transition Impacts & Opportunities

Practical advice
Here you should summarise the findings from the **positive impacts and risks** based on the and prioritisation you conducted (see chapter threein our **Just Transition toolbox**).

- We recommend making these **summaries as concrete as possible** and concentrating on the most material 2-3 impacts to narrow the discussion
- In this part of the presentation you try to showcase the impacts your company faces if you do take action on a just transition as well as the relevance of a just transition to your context, operations and strategy

Impact & Risk		...markets	Workforce & skills shift
Exposure		...products ... the ... nission ... battery	**Identify new roles, skills and employment pathways created by the transition.** (e.g. EV production, battery technology or reskilling opportunities)
Inside-O...		...entry can ... rkers and ... proved ... choice or	**Describe how the workforce transition can benefit affected workers and communities.** (e.g. new jobs, improved employability, income security or access to training)
Outside-In	... **opportunities created by climate adaptation.** (e.g. more resilient operations, lower disruption or reduced costs)	...portunity can **create business value.** (e.g. new revenues, stronger market position or access to growing demand)	**Explain how investing in skills can strengthen business performance.** (e.g. lower recruitment costs, higher retention, knowledge retention or faster transformation)

Positive Just Transition Impacts & Opportunities

*Example Company
VIRELIA AUTOMOTIVE

Impact & Risk	Extreme weather events	Entry into new markets	Workforce & skills shift
Exposure	Virelia's production sites and workforces are increasingly exposed to heat stress, flooding and other climate-related hazards.	Virelia plans to expand into new electric-mobility markets, such as charging services and battery recycling.	The shift to EV production is changing Virelia's skills needs and employment prospects, with around 10,300 new roles expected alongside the phase-out of combustion-engine production.
Inside-Out	Climate adaptation measures at our production sites, such as heat protection and flood prevention, can protect workers and have positive effects on neighbouring communities.	Virelia's market entry can increase consumer choice and improve access to low-emission mobility.	New electric-mobility roles and reskilling opportunities can support local employment and the future employability of affected workers.
Outside-In	More resilient production sites can reduce operational disruption and related costs, such as insurance fees.	An early position in these markets can strengthen our competitiveness and capture growing demand.	Skills programmes can reduce recruitment costs, retain critical knowledge and prepare our workforce for the transformation.

Additional Resource: Business-case argument.

Practical Advice

Build a **diverse business case** using a combination of external and inhouse evidence, as well as relevant risks and opportunities.
Use this list of risks and opportunities in the following slides to frame the negative and positive impacts.

External evidence highlights systematic trends and relationships **beyond your company**.

Inhouse evidence shows how these findings apply to **your business**, including potential costs, savings and return on investment.

Avoid relying solely on legal and reputational risks. A broader combination of risks and opportunities creates a more robust business case and **reduces vulnerability** to regulatory and external scrutiny.

You will find **the long-list of business case arguments focussed on reducing costs, reducing risks, productivity and profitability, and profitability and reputation** at the end of this presentation under.

OUTLOOK: NEXT STEPS & NEEDS

Next Steps & Needs

Practical Advice
You can close your pitch with **a brief future outlook**. We suggest creating a **high-level roadmap** but feel free to add a more detailed levels (e.g., personnel, budget, time).
The three steps here **follow** the structure of the **Just Transition Toolbox**.

01

ASSESS THE STATUS QUO

Conduct a structured impact analysis to map where a Just Transition intersects with your operations, your value chain, and your workforce. In parallel, initiate targeted stakeholder engagement to understand expectations, surface material concerns early, and build the trust needed for credible action.

WE WANT TO KNOW WHERE WE STAND BEFORE WE ACT.

02

IDENTIFY AND FILL GAPS

Cross-reference the findings from the impact analysis against your current measures. Where existing initiatives already address material impacts, you should adapt and reinforce them. Where genuine gaps remain, you can develop targeted new measures to ensure full coverage without duplication.

WE WANT TO BUILD ON WHAT WORKS AND FIX WHAT DOESN'T.

03

INTEGRATE INTO REPORTING

Embed a Just Transition as a visible thread within your existing sustainability reporting. Most critically, integrate it into your climate transition plan. This positions a JT as a core dimension of how you manage the shift to a low-carbon economy.

WE WANT COMMUNICATE OUR EFFORTS.

INVESTOR SLIDES

Investor Slide – Re-skilling as a Value Driver: The Business Case

*Example Company

VIRELIA AUTOMOTIVE

TRANSITION OUT
Internal-combustion-engine vehicle and powertrain production

Reskill and redeploy workforce

TRANSITION IN
Electric-vehicle and battery production

Business Case: Reskilling and redep… …rkers affected by the phase-out of combustion-engine production can be faster, more cost-effective over time and less operationally risky than competing externally for scarce EV and battery talent.

Upfront Cost Comparison

EXTERNAL HIRE

€16.000

Per Hire: HR costs, recruiters, ads, internal processes

RESKILLING

€17.50…

Per employee: … productivity, tr… programme de…

Long-Term Return on Re-skilling

94% of workers

Report staying longer when employers invest in their development, reducing turnover

Practical Advice
When using this deck with **investors**, review all slides and **adapt accordingly**. The previous slides in this deck are primarily designed for management-board audience.

When presenting to **investors**, **include specific examples** of where companies require additional financing to achieve a JT objective. The example on this slide illustrates re-skilling workers can enable the entry into a green market.

The upfront cost differ… …gligible.
The salary savi… …t.

Investor Slide – Re-skilling as a Value Driver: The Business Case

*Example Company

VIRELIA AUTOMOTIVE

TRANSITION OUT
Internal-combustion-engine vehicle and powertrain production

Reskill and redeploy workforce

TRANSITION IN
Electric-vehicle and battery production

Business Case: Reskilling and redep[illegible]rkers affected by the phase-out of combustion-engine production can be faster, more cost-effective over time and less operationally risky than competing externally for scarce EV and battery talent.

Upfront Cost Comparison

EXTERNAL HIRE

€16.000

Per Hire: HR costs, recruiters, ads, internal processes

RESKILLING

€17.500

Per employee: lost productivity, training, programme delivery

Long-Term Return on Re-skilling

75% of cases

Reskilling is more cost-effective than external recruitment for critical EV and battery roles.

+20%

Average compensation premium for external hires over reskilled workers.

94% of workers

Report staying longer when employers invest in their development, reducing turnover

**The upfront cost difference between reskilling and external hiring is negligible.
The salary savings, retention gains, and stability benefits are not.**

Investor Slide – The Cost of Inaction: What Happens If We Do Not Reskill

Workforce bottleneck delays revenue

Green skills cannot be sourced at scale overnight. If the workforce transition lags behind the company's market entry, production ramp-up stalls and early-mover revenue may be lost.

Worker shortages are already emerging across European markets.

Labour relations and reputational risks

Redundancies
skilling w
council fric
industrial act
reputational dar
and protests c
financial

Proactive re-sk
most effectiv
maintaining workforce
stability.

Ceding competitive ground

compound over time.

Practical Advice

Depending on the individual case, it can be challenging to **showcase the ROI or cost savings** in the context of a JT. In these cases, we recommend showcasing the **cost of inaction** to emphasise the **business case**.

This slide builds on the prior example of reskilling.

ADDITIONAL RESOURCES

1 **QUOTES**

2 INTERNATIONAL & NATIONAL **STANDARDS THAT INCLUDE A JT**

3 **BUSINESS-CASE ARGUMENTS** (REDUCING COSTS, REDUCING RISKS, PRODUCTIVITY AND PROFITABILITY, AND PROFITABILITY AND REPUTATION)

4 IF YOU NEED EVEN **MORE ADDITIONAL RESOURCES**

1 - Alternative Quotes by Global Leaders for Slide 4

“We need a just transition for all.” - Ursula von der Leyen, President of the European Commission (**2019**)

”A structural transition to a green economy will create – not lose – jobs and is a necessity for our environment. If we act now, we can make sure that the transition is a just one, respecting the rights of workers and creating opportunities.” – Paul Polman, CEO of Unilever and Sharan Burrow, International Trade Union Confederation Secretary-General (**2015**)

“The climate crisis is just one of many challenges facing us – from biodiversity and poverty to food systems and global health. What unites these issues is the need for urgent collaborative action to ensure a just and equitable transition and avert systemic shocks. ” – Letter of 118 CEOs and Senior Executives (**2024**)

Alliance of CEO Climate Leaders

“It’s important to recognize that net zero demands a transformation of the entire economy. (…) That means a successful transition – one that is just, equitable, and protects people’s livelihoods – will require both technological innovation and planning over decades.” – Larry Fink, CEO of Blackrock (**2021**)

2 – International & National Standards that Include a JT

I – International Normative Standards	
The Paris Agreement	
ILO Guidelines for a just transition towards environmentally sustainable economies and societies for all.	
United Nations General Assembly resolution "Human right to a healthy environment"	
UN Guiding Principles on Business and Human Rights	
OECD Guidelines for Multinational Enterprises on Responsible Business Conduct	
II – Laws and Regulations	
Due Diligence	Corporate Sustainability Due Diligence Directive (July 2024, as amended in 2026)
	National Mandatory Due Diligence Laws • France Duty of Vigilance law (2017) • German Supply Chain Act (2023) • Norway Transparency Act (2023) • Swiss Ordinance on Due Diligence and Transparency (2022)
	EU Batteries Regulation (August 2023)
	European Parliament Resolution on "Just transition directive in the world of work" (2026)
Trade Restrictions	EU Deforestation Regulation (EUDR) (December 2023)
	EU Forced Labour Regulation (FLR) (December 2024)
	Uyghur Forced Labor Prevention Act (UFLPA) (USA) (June 2022)

Reporting Requirements	Corporate Sustainability Reporting Directive (January 2023, as amended in 2026)
	EU Sustainable Finance Disclosure Regulation (SFDR) (December 2019)
Taxonomy	EU Taxonomy for Sustainable Activities (July 2020)
III – Judicial Decision and Advisory Opinions	
Judicial Decision	European Court of Human Rights (ECHR) (April 2024)
Advisory Opinions	International Court of Justice (ICJ) (July 2025)
	Inter-American Court of Human Rights (IACtHR) (July 2025)
IV – Benchmarks	
Renewable Energy & Hu	
Just Transition Metho	
Net Zero Company Be	
V – Voluntary Disclosu	
International Sustain	
Global Reporting Initi	
Transition Plan Taskf	
Task Force on Inequalit	

Resources
You can access the full **just transition landscape mapping** by BSR and the UN GCD via **this link**. It includes additional details on the scope and content of the requirements, standards, and frameworks. It also outlines the relevance of each to companies and investors.

3 - Business-case arguments with emphasis on reducing costs.

Business-case argument: Reduced Costs	Example of evidence	Inhouse evidence
• Investments in re- and up-skilling can reduce recruitment costs and help retain the current workforce.	• A 2020 McKinsey study of companies in the UK found that reskilling was more cost-effective than external recruitment in 75% of cases. • External hires earned, on average, 20% more than reskilled workers. • 94% of surveyed workers claimed to stay longer with a company that invested in their career development	• Request data from HR that compares the salary of external hires and reskilled workers • Request data from HR on recruitment fees for green skill jobs
• Involving workers and unions closely in transition planning can improve workforce relations and reduce the risk of strikes or disruptions.	• A 2023 peer-reviewed article identifies several factors that can reduce strike incidence: quality of information supplied to employee representatives, an employee-focused strategy, profit sharing, and use of interesting and stimulating work. • A publication by the ILO and OECD delves deeper into the business case for social dialogue.	• Did your company experience strikes or disruptions due to restructuring initiatives (job cuts, closure of production sites etc.) associated with a transition towards a low-carbon economy? • Can you quantify the cost of these strikes for the company?
• Invest in climate-ready OHS measures and reduce accidents.	• According to the ILO, in 2019 an estimated 138,000 people of working age, approximately 33,000 women and 105,000 men, died as a result of exposure to high temperatures. This represents an increase by 137% compared to 1991. See the linked study for additional statistics and evidence	• Did OHS note workplace accidents or health impacts linked to climate change (e.g. increased incidents of heat strokes)? • How much do the resulting treatment and absences cost the company?
• A just transition highlights the connections between environmental and social sustainability. This can reduce duplication and lower costs by bringing related processes together.	• A 2025 KPMG study of European companies found that 36% invest more than 10% of their total budget in sustainability. In three years, this share is expected to rise to 59% of companies.	• Evaluate the findings of your impact analysis to showcase the extent of parallels and intersections between social and environmental processes.

3 - Business-case arguments with emphasis on reducing risks.

Business-case argument: Reduced Risks	Examples of evidence	Inhouse evidence
• Reduces risks of conflicts with local (Indigenous) communities and civil society organisations.	• According to UNCTAD, demand for critical energy transition minerals like lithium, cobalt and copper could increase almost fourfold by 2030. Mining remains one of the highest-risk sectors, both in terms of human rights violations and environmental pollution. Because of this, mining has been subject to increased protests and disruptions by local communities. • An analysis by Global Witness of ACLED data found that, between 2021 and 2023, mining for lithium, nickel, cobalt or copper was linked to 334 violent or protest incidents across 19 countries, an average of 111 per year, showcasing the risk of supply chain disruptions. • A McKinsey study (2020) estimates that companies across sectors will face a supply chain disruption lasting one month or more every 3.7 years. Over a decade, such disruptions may result in average losses of 7% of annual revenue. This may be especially pertinent for companies with transition minerals in their supply chain.	• Investigate whether your supply chain is vulnerable to disruptions because of protests or whether your suppliers have been subject to campaigns (ask public affairs, stakeholder management, risk management etc.). • One starting point could be to analyse whether the BHRC's Transition Minerals Tracker lists any of your suppliers or your company.
• Helps address systemic risks such as climate change, social division, poverty, or inequality.	• The UN Global Compact has identified a just transition as one of the five key levers for addressing sustainability and systemic risks and advancing the Sustainable Development Goals (SDGs) through its Forward Faster Initiative.	• Evaluate your material impact analysis to identify if a just transition can help address other relevant impacts.
• Reduces financial risks by securing green financing and maintaining market access as sustainability criteria become mandatory for investment and lending decision (see EU taxonomy).	• According to the Sustainability Transformation Monitor (2025), which surveyed 600 experts from the financial and real economy, 62% of banks already integrate sustainability criteria into lending decisions, with another 20% planning to follow suit.	• Ask Investor Relations whether your company has received requests from investors or insurers for information about its just transition approach.
• Legal risks (see subsequent slides)	• See slides 7-9	• Evaluate whether you are subject to regulation, benchmarks etc.

3 - Business-case arguments with emphasis on productivity and profitability.

Business-case argument: Productivity & Profitability	Examples of evidence	Inhouse evidence
• Engaged employees and reliable supplier can improve productivity and strengthen long-term business relationships. • Increased attractiveness for (young) professionals through a focus on sustainability.	• A just transition supports inclusion within companies. The ILO reports (2022) that workers who feel included show higher levels of commitment, are more productive, experience greater well-being and contribute to innovation through collaboration. • A 2025 Randstad survey of 26,000 participants found that almost half of respondents would not accept a job with a company misaligned with their own social and environmental values. • In a stepstone survey (2023), 82% of participants said they preferred to work for a sustainable employer. A further 29% said they would accept a salary below the market average to work for a sustainable employer.	• Ask HR whether the annual employee survey includes data on satisfaction with employee involvement or sustainability. • Ask HR whether sustainability is mentioned in entry or exit interviews (e.g. as pull factor).
• Resilience-oriented investments can support long-term strategic planning and future-ready business models.	• Accenture's Resilience Index (2024), which assesses companies across six performance dimensions, found that 15% of companies were highly resilient. They consistently outperform their peers: their revenue grows 6% percentage points faster and they have profit margins that are 8 percentage points higher.	• Family-led companies often emphasise future-proof business models that preserve opportunities for subsequent generations. • If this applies to your company, investigate whether your board or owners value this long-term perspective.

3 - Business-case arguments with emphasis on profitability and reputation.

Business-case argument: Reputation	Examples of evidence	Inhouse evidence
• Access to new markets and investment through "transition-in opportunities.“	• A 2022/2023 BCG and World Economic Forum study found that, among 19,000 participants, 10% of consumers decided to buy green products. This proportion tripled when the products and services were associated with higher quality or the chance to improve consumers' health. • According to a 2021 analysis by a financial-services provider, the green economy accounted for the fifth largest share of market capitalisation across industries, ahead of the retail sector.	• Discuss with R&D and Sales the extent to which green innovations (e.g., regarding circular economy) could open up new markets for your company and the extent of their estimated market potential
• Stronger stakeholder relationships with civil society, communities and local governments through effective stakeholder engagement.	• A just transition inherently requires companies to work more closely with a variety of stakeholders to achieve their goals. Strengthening these relationships can help companies address reputational damage, identify risks early and prevent or de-escalate potential protests, strikes and disruptions. • A peer-reviewed study illustrates the extent to which stakeholder engagement contributed to a social licence to operate and helped proactive companies avoid protests or disruptions.	• Ask Public Affairs and Stakeholder Engagement to provide evidence of how strong stakeholder relationships have supported the companies' operations or reputation.

4 - If You Need Even More Additional Resources

You can utilise these additional resources for your own research or to supplement elements of the slides included here:

- Slides 19-21 of the „European Business Toolbox for Just Transition” (2023) by CSR Europe provides guidance on how to build a narrative around a just transition and embed it in companies‘ strategy
- The ILO has published „The Business Case for Just Transition – An Overview of the Economic Benefits of the Transition to a Sustainable Economy“ (2024)
- The B Team and Just Transition Centre issued „Just Transition: A Business Guide“ (2018) which includes arguments for a business case and case studies
- Pages 16-18 in the UN Global Compact Publication „Introduction to Just Transition – A Business Brief“ (2022) outlines the business case