



Lønmodtagernes Klimapanel
**8 anbefalinger om
grøn omstilling**

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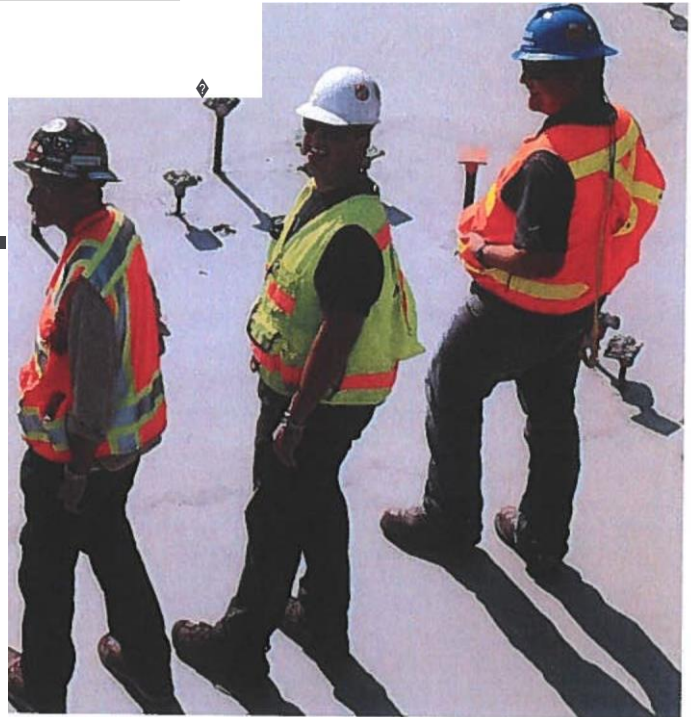
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Foreword

K the limau challenge requires action at all levels - also on the job site! That's why the first steps in the green transformation is being taken right here - "in the field" - by cleantech companies, electricians, utilities, hospitals, emergency services, schools, slaughterhouses, boards, plumbers. Virtually all jobs are affected and is thus committed to finding new solutions in relation to! green transformation.

Fortunately, there is both good economics and common sense in prioritising the green transition. More customers and investors are now demanding products with a low climate footprint, and low energy and resource consumption is in itself good for the bottom line.

In addition, a large majority of recipients support the green transition.

Analyses by the FH show that three out of four beneficiaries are in favour of the changeover and many beneficiaries want to contribute actively. Beneficiaries also play an important role. In developing, implementing and using climate solutions, stakeholders play a key role.

The public conversation is often about concrete policy proposals and directions at Christiansborg, but it is also crucial for the green transformation that workplaces take the necessary steps in a more sustainable direction. Many workplaces are also already engaged in this process. But for some it can be difficult to get started. Inspiration is needed on how workplaces can take the

new opportunities and involve employees.

In 2021, FH therefore established the 'L0n beneficiaries' Climate Panel' with participants from 10 different workplaces. The panel was tasked with making suggestions on how to involve l0n beneficiaries in the green transition

- and make suggestions on how the ideas of the participants can be heard and put into practice in the workplace.

This report is the result of Pane's work. It suggests eight ways in which each of us, as beneficiaries, colleagues or management, can promote a fair and just workplace. Recommendations include knowledge and understanding, training, innovation, security, mindsets, bridge building, networking and the good stories that can inspire others to follow.

With the climate panel's recommendations father both workplaces that are already underway, and workplaces that need to take the first steps, inspiration and encouragement to seize the opportunity.

The climate challenge is great and an ambitious and fair solution will require both commitment, courage and solidarity. These are precisely the qualities that a great many beneficiaries in Denmark possess. I have experienced them myself in the Participants' Climate Panel. I am proud to have chaired the panel, where ten stakeholders from different workplaces and different parts of the country have found common understanding and common ground on a number of recommendations.



I hope that the recommendations will help to promote green change in many workplaces and that they will also help to make it fair. Everyone must be on board in the green change.

The participants have lots of good, concrete ideas - so use them!

Ut1M u

Morten Skov Christiansen
Naestformand, FH



Boks 1 Survey foretaget af Danmarks Statistik

Mange figurer i denne analyse viser resultater fra en undersøgelse af lønmodtagernes forhold til deres arbejdsliv og den grønne omstilling, som Danmarks Statistik har foretaget for FH. Der indgår svar fra et repræsentativt udsnit af lønmodtagere og dagpengemodtagere i alderen 18-74 år. Interviewene er gennemført fra december 2021 - februar 2022. 2.300 personer har deltaget i surveyen.

The role of beneficiaries in the green transition

Klima change is caused by greenhouse gas emissions that build up in the atmosphere. Greenhouse gases come from many different activities in our society: transport, food production, manufacturing, heating, waste incineration and many others.

In the vast majority of these activities, *workplaces* play a key role. Their products, processes and values can be more or less climate-friendly - depending on technology, economics and much else.

When Denmark the coming decades will! to reduce its greenhouse gas emissions - and for the world as a whole to limit climate change - the workplace must also adapt.

The steering receiver has several roles

One of the driving forces behind the transformation of workplaces is the workforce, the *beneficiaries*. They play three important roles:

1. The beneficiaries must be able to carry out the green transition. The

e.g. windmill construction, green procurement and waste sorting. Without the right people with the right skills, the transition will be both more expensive and delayed.

2. beneficiaries can contribute with concrete ideas to reduce emissions from the workplace - and the potential is huge. Four out of ten Danish workers have suggestions for reducing emissions, and many companies are listening to their employees. This is the result of a survey carried out by Statistics Denmark for FH.

3. The changeover will make new demands on you! existing jobs as well as new jobs requiring new skills and training. Therefore! I0nmod tagerne ogare omstillingsparate och flexiblex. But are they also at risk of to get caught up in the rapid transformation of workplaces, and some may lose their jobs.

This report is new in that it focuses on the role of beneficiaries. It describes what 10 beneficiaries from different workplaces who have participated in the Beneficiaries' Climate Pact recommend doing to get started - or get even faster - with the green transition in the workplace.

At the same time, it shows what I0nmodta like themselves to perceive as the most important for the neighboring conversion, how much knowledge they have ti! climate impact of their workplace and why they are committed to green change.

What is most important for the beneficiaries?

Promoting green change in the workplace can be a complex task. This is partly because workplaces - and their individual beneficiaries - are different. Therefore, they also face very different challenges and opportunities. Yet there are similarities and differences which

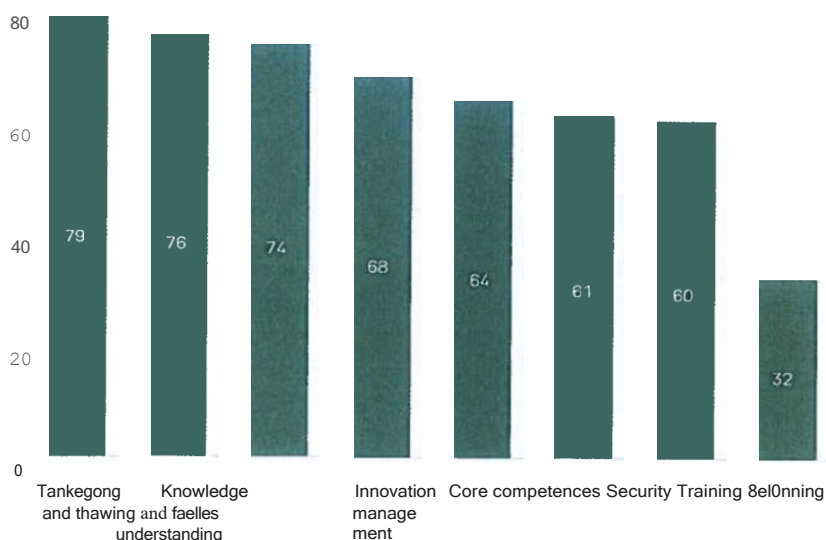
makes it useful to compare on tvrers.

FH has asked the recipients what is important in relation to the green transition at work, and a large majority has responded that thinking and education, knowledge and understanding, innovation, collaboration, management requirements, security and certainty, and training are important themes, see figure 1.

The beneficiaries are to a large extent driven by the cause and an inner motivation. In fact, only one in three believe that higher pay or bonuses are important, when it comes to contributing to the green transition.

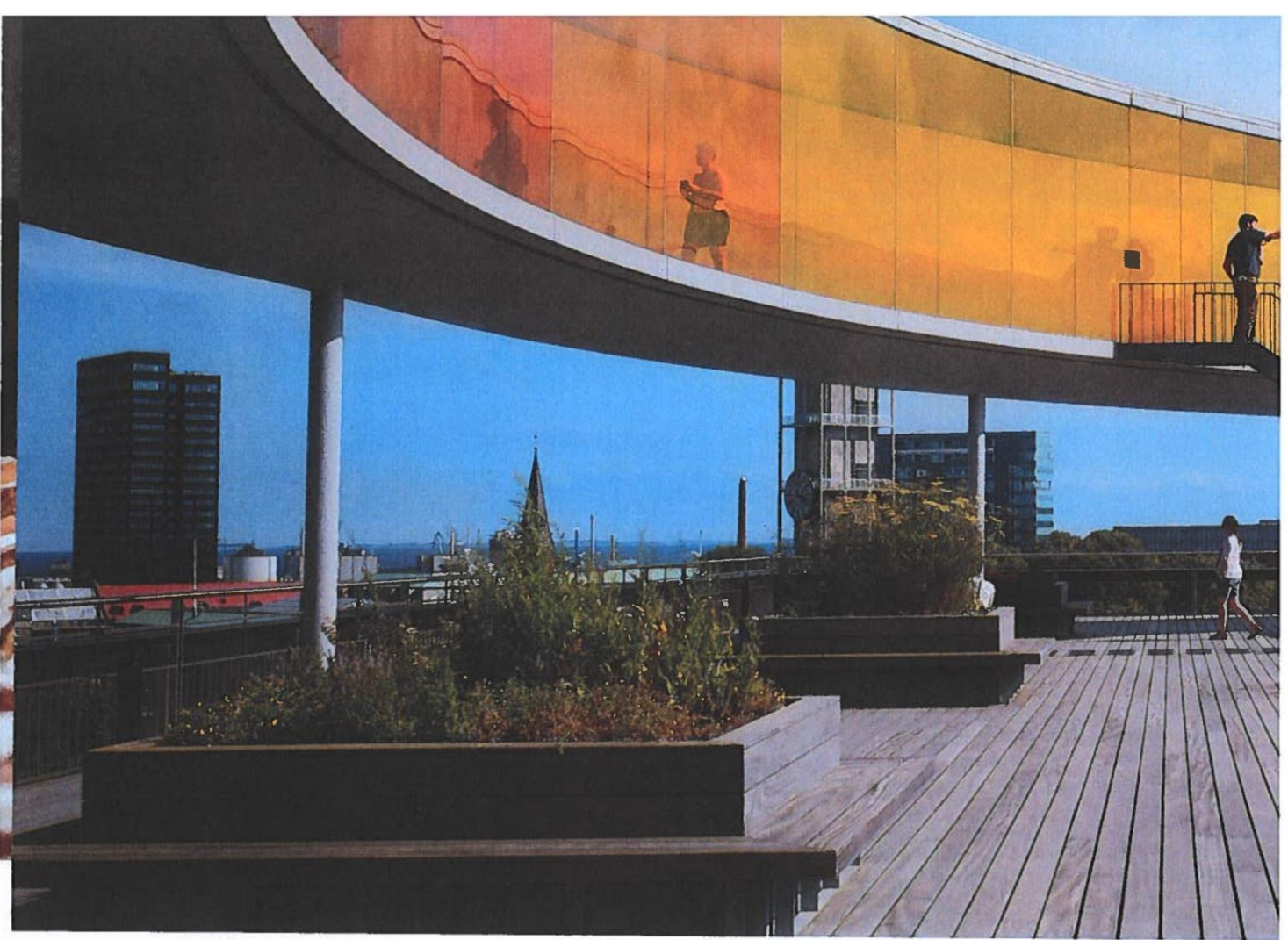
It is striking that so many different themes are important. It be-

Figure 1 - What is important for workplace change (pct.)



Note: Distribution of svar pl! "What do you think is wrong with your workplace in terms of green transformation?". Percentage of respondents rating 'Important' or 'Very unimportant'

Source: FH survey on working life, 2022



This means that workplaces and recipients are different and that there is no single element which can make the change happen in every workplace. For example, security may be important in a workplace where jobs are at risk of disappearing or changing as a result of green change, but less so in a workplace where green change initially means only greater demand for the products the company produces. There is no one-size-fits-all.

This report does not answer the question of which workplaces need which solutions. But it does show the recommendations of the ten panellists. In this way, it provides inspiration for all workplaces and all jobholders.

Climate Change Panel recommendations

The Beneficiaries' Climate Change Panel has produced the following 8 recommendations to help beneficiaries and employers get started - or get on with the green transition in the workplace:

1. Build knowledge and understanding
2. Prioritise education
3. Strengthen the framework for innovation
4. 0g security
5. Tamk grant and court ruling
6. Appointing the bridge representative
7. Establishing a network for bridge repair
8. Share the positive examples and stories

Recommendations 1-4 have the most direct link to climate challenges. For example, knowledge and understanding (Recommendation 1) is in many cases a prerequisite for working effectively to reduce the company's climate footprint.

Recommendations 5-8 are to a greater extent "loftstrenger". For example, a capable health representative can be a lever for building knowledge or prioritising training. This is illustrated in Figure 2, where Recommendations 1-4 are Horizontal Beams and Recommendations 5-8 are Vertical Beams.

From recommendation to action

Three things are useful to keep in mind when making recommendations! into action in the workplace:



- First, the recommendations are addressed to the workplace as a whole, i.e. both employees, trust representatives and management. Many of the recommendations are best addressed in the front office, while others should be addressed primarily by either employees or management. For some recommendations, local trade unions, other companies or municipalities may also play a role.

- Second, the recommendations in this report address only the workplace - not national policy measures such as a better framework for education or a more secure unemployment benefit system.

This does not mean that such actions are not important to support the green transition. Quite the contrary. But they

fall outside the scope of the work of the L0n beneficiaries Climate Panel. Instead, they can be found in other FH initiatives, e.g. in the PH's master plan for a just green economy (2020).

- Thirdly, the eight recommendations should be seen as a catalogue of inspiration from which each workplace can choose what seems useful and leave the rest.

More collective agreements highlight green jobs - and the important role of employees, management and labour¹⁻². Therefore, employees already have an important tool to implement the workplace recommendations.

¹ Cooperation Sekretariat (2021), Medarbejderinddragelse i grøn omstilling på statlige arbejdspladser 2
² TekSam (2020), Industris overenskomst og industriens funktionsoverenskomst

Lønmodtagernes Klimapanel

FH etablerede i 2020 'Lønmodtagernes Klimapanel' dels for at sikre inddragelse af lønmodtagerne i den grønne omstilling og dels for at udvikle gode måder at høste lønmodtagernes idéer på. Panelet mødtes fem gange i 2021 og 2022 for at formulere en række anbefalinger. Anbefalingerne er godkendt af FH's Forretningsudvalg.

Medlemmer af

Lønmodtagernes Klimapanel:

1. Christina Berthon Kirkegaard, sygeplejerske på Sygehus Lillebælt/Vejle Sygehus [Dansk Sygeplejeråd]
2. Fritz Christian Kjær, paramediciner, Ambulance Syd, i Odense [FOA]
3. Jacob Svejstrup, lærer, Bøgeskovskolen, i Bjergringbro [Danmarks Lærerforening]
4. Jesper Kallehaug Terndrup, blikkenslager, Andersen og Heegaard, i Brøndby [Blik- og Rørarbejderforbundet]
5. Jette Kanstrup, office manager, Coffee Collective på Frederiksberg [HK/Danmark]
6. Morten Ahrendt, elektriker, Caverion Danmark A/S [Dansk EI-Forbund]
7. Morten Sinnet Grau, slagteriarbejder, Danish Crown, i Horsens [Fødevareforbundet NNF]
8. Ole Kristiansen, skovløber, Naturstyrelsen, i Klampenborg [3F - Fagligt Fælles Forbund]
9. Rasmus Rasmussen, smed, Babcock og Wilcox Vølund, i Esbjerg [Dansk Metal]
10. Sofie Buch, miljømedarbejder, HOFOR, i København [Teknisk Landsforbund]

Panelet har undervejs fået input fra professor Jan Stentoft [Syddansk Universitet], Samantha Smith [Just Transition Centre], Thomas Schrøder [Schneider Electric], Ane Stær Nissen og Flemming Andersen [DeltagerDanmark] og Line Gry Knudsen [Dansk Industri]. De endelige anbefalinger, som vises på næste side, er panelets og FH's egne.

Deltagerne i Lønmodtagernes Klimapanel har alene formuleret anbefalingerne. De øvrige dele af rapporten, herunder præsentationen af anbefalingerne på de følgende sider, tager udgangspunkt i de drøftelser, der har været i panelet, men er alene FH's ansvar.

Figure 2 - Recommendations from the Len beneficiaries KJima panel

1. Build knowledge and frelled understanding

- Document climate and economic benefits, e.g. through the climate compass, GHG protocol and budgets.
- Build on processes that already exist and work. How can green transformation be incorporated into workplace boards, annual reports or well-being paintings?
- Don't let lack of knowledge be an obstacle. Rather, get started and get smarter along the way!

2. Prioritise education

- Get an overview of the available courses in basic skills and make sure they are motivating and easy to prioritise.
- Prioritise training and plan it in the same systematic way as, for example, holidays and vacations.
- Use provisions in collective agreements to put training on the agenda.

3. Strengthen the framework for innovation

- Run workshops to find out where you have a high climate footprint and what solutions you could use. Include participants from many disciplines and management.
- Ask critical questions of both colleagues, management, suppliers and customers.
 - Do we know the climate footprint? Where can we make a difference? What could be done even better?"
- Give the opportunity to contribute creative ideas to green solutions and challenge the framework.

4. Create security

- Ask the management about their expectations for the future, job situation and competence needs - e.g. by putting the climate on the agenda of SU and MED committees with reference to the provisions of the collective agreements.
- Tai on "what if... - scenarios and opportunities for change when you hold employee interviews - especially in vulnerable sectors.
- Demand that management prioritise training so that beneficiaries are better off if they lose their jobs.

5. Tænk grønt og retfærdigt

- Skab en fælles tankegang, som understøtter grøn omstilling, og som I på tværs af forskelligheder kan føle ejerskab over og engagere jer i.
- Forstå, respekter og hjælp både de grønne ildsjæle, der har nye idéer, og de kolleger, der har bekymringer i den grønne omstilling.

6. Udpeg en 'bæredygtighedsrepræsentant'

- En bæredygtighedsrepræsentant kan løfte de øvrige anbefalinger ved at motivere kolleger, dele viden og koordinere klimaindsatser og -arrangementer i tæt samarbejde med TR og AMR (eller bæredygtighedsrepræsentanten kan selv være TR/AMR).

7. Etablér netværk for bæredygtighed

- Her kan deles erfaringer og inspiration, som kan tilpasses og bruges på arbejdspladsen.

8. Del de positive eksempler og historier

- Fremvis og fejrr succeser - selv små skridt kan gøre en stor forskel ved at lægge grundstenene til flere handlinger med større effekt. De arbejdspladser og lønmodtagere, der aktivt forsøger at skabe en retfærdig grøn omstilling, bør hyldes.

1 Building knowledge and the understanding of fcelles

HTo find your way, you first need to know where to start. Knowing your workplace's climate footprint, how to measure it and how to find solutions is an important stepping stone to reducing greenhouse gas emissions. For example, it can help a company to realise that a large part of its climate footprint actually lies in the procurement of materials and not in transport. Then it can focus its efforts where it matters most.

Unfortunately, only a very small proportion of recipients have a 'good' knowledge of climate impact from their own workplace and its products, *if.Figure 3*. Although there are big differences between sectors, there is a big potential for building more knowledge in all places.

A good place to start is to use tools like the Climate Compass and the GHG Protocol. They can provide an overview of the workplace's emissions and thus ideas on how to reduce them. The two tools help to distinguish between 1) the workplace's own direct emissions, 2) the workplace's indirect emissions and 3) emissions in the third sector.

Knowledge of general budgets

can also be an Itjrelp. Economic analysis can make it easier to show what savings measures, such as energy efficiency and avoided material waste, lead to. This can help to convince colleagues and management of the benefits.

When several beneficiaries and management know about the same tools, they can also understand each other and explain ideas and solutions more easily. You could say that they have a common frame of reference.

By using the tools in conjunction with tools, reports and other processes that already exist and

works in the workplace, it is possible to integrate the green change into work processes and avoid it becoming just 'another thing to do'. It can also help save time and effort.

Although knowledge and awareness of climate footprint is useful to have, the lack of knowledge or limited climate impact should not become an obstacle to embark on a workplace transformation. Even small actions, which may not make much difference in climate terms, can generate curiosity, awareness, commitment and thus be a stepping stone for larger actions.

1. Build knowledge and frelled understanding

To document climate and economic gains, e.g. through the climate compass, GHG projections and budgets.

• Build on processes that already exist and work. The need for change can be recognised in the workplace boardroom, annual reports or well-being surveys?

• Don't let lack of knowledge be a change. Rather, get started and get smarter along the way!

CASE

Fritz Christian Kjær, Ambulance syd, FOA

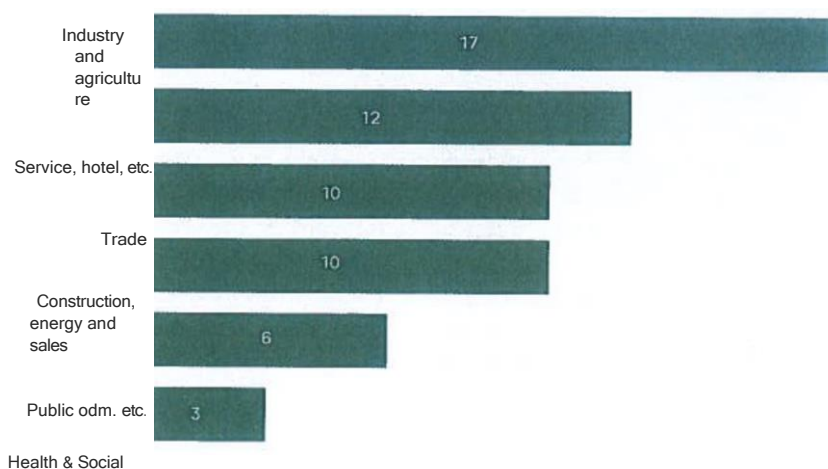
"Det er centralt for den grønne omstilling, at vi dokumenterer arbejdspladsens CO2-belastning, så vi har et fælles udgangspunkt for vores indsats." Det er Fritz Christian Kjær's klare holdning.

Fritz Christian Kjær arbejder som paramediciner i Ambulance syd og har sat klimaet på dagsordenen i MED-systemet, som er et system, der styrker samarbejdet mellem medarbejdere og ledelse. Fritz har været med til at få indført to el-biler, en til akut-kørsel og en til sygetransport hos Ambulance syd. Derudover sørger han for, at MED bliver omdrejningspunktet for klimainsatsen, så når budgettet bliver lagt og prioriterne afgjort, er klimainsatsen altid i baghovedet.

Fritz oplever, at kollegerne efterspørger, at der sker en indsats på klima- og miljøområdet, og derfor sørger han for handling, imens han bliver klogere undervejs.



Figure 3 - Proportion with good knowledge of the climate impact of their workplace (pct.)



Note: Distribution of answers to the question: 'Different jobs have different climate impacts. How familiar are you with the climate footprint of your workplace and its products?'

Percentage answering 'Good knowledge'
Kilde: FH survey on working life, 2022

2. Prioritér uddannelse

- Skab overblik over, hvilke kurser i bæredygtighed, der findes, og sørg for, at kurserne er motiverende og nemme at prioritere.
- Prioritér uddannelse og planlæg det med samme systematik som fx budgetter og ferieperioder.
- Brug bestemmelser i overenskomsterne til at sætte uddannelse på dagsordenen.

2 • Prioritize education

U training, including continuing training, plays a key role in workplaces green transition. Beneficiaries need skills to use the new, generic technologies and to be better able to get new ideas for! I0snin- ger ti! benefit of the company.

The competences needed for transition may be *subject-specific*, about *bridge skills* or about *basic skills*. It depends on the individual workplace, job function and beneficiary.

- Subject-specific skills may include, for example, skills to set up charging points (electricians) or to teach others bridge skills (teachers).
- Competences in the field of bridge repair can for example be knowledge of! climate footprints of different materials and processes, climate accounts, etc.
- Basic skills may include, for example, basic competences in mathematics, digitalisation or collaboration.

Fortunately, much has already been done

work in relation ti! competences of the future and the current transformation. For example, the Danish Metal³. Danish Electricity⁴ and HK5 sectors have mapped the expected skills needs in their industries and HK has offered courses to make participants 'agents of change'.

However, it can be challenging to get the full picture. When asked about those who would really like to take more training but are not doing so, four out of ten point to a lack of overview of opportunities and opportunities as a barrier.

3 Oa11sk Metal (2022), 'Gmn omstilling kalder på fagla,rt arbejdskraft',

4 Dansk El-Forbund et al.12022), 'Elbranchen i den grnne furertmje-

5 BOO (2022). 'Ifrapportring Baeredygtighed and gron omMiUing-, i.022

6 COWi (2022), 'Besk ftigelse,.,Ilektcr i indu trion afinvesteringerne i <len gronnc- om,;tilling.

CASE

Süleyman Benli, Coloplast, 3F Industrigruppen

"Mit navn er Süleyman Benli, jeg er 55 år gammel og arbejder for Coloplast. Jeg kom til Danmark, da jeg var 13 år og startede i 7. klasse. Da jeg blev færdig med folkeskolen, tog jeg en tømreruddannelse. Efter at have været arbejdsløs i en periode fik jeg job hos Coloplast i 1997, og jeg har været her lige siden.

Ledelsen i Coloplast har fokus på, at medarbejderne bliver klogere og udvikler sig, og ledelsen har derfor besluttet at sende alle de ansatte en tur tilbage på skolebænken.

Jeg har selv uddannet mig til industrioperatør, og uddannelsen har givet mig ny viden og kompetencer, som jeg kan bruge i den grønne omstilling. Og så er det dejligt, at man kan gå fra at være ufaglært til at stå med et svendebrev i hånden på arbejdspladsen."



This is shown by Statistics Denmark's FH survey, in which participants were asked about education in general.

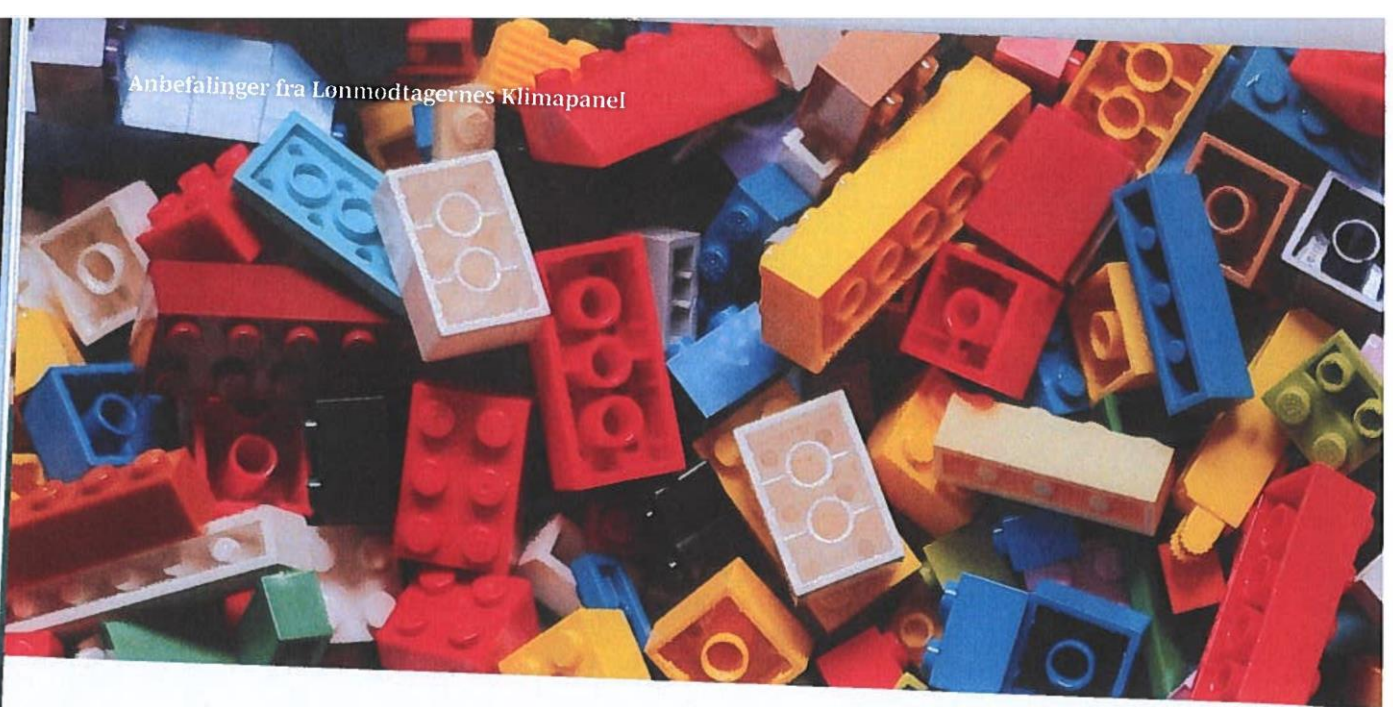
An overview of training courses - not least in bridge skills - can therefore help to clarify beneficiaries' and jobs better in the face of global change. At the same time, greater prioritisation and planning are needed. This is the responsibility of both beneficiaries and management. And if management forgets, employees can use the provisions of collective agreements to ensure training on a daily basis.

which. Other common obstacles are that beneficiaries often do not want to pay or spend their free time on training, or that management does not think it is important.

And so it is important to focus on the large group of adults who have problems with the basic freedoms. After all, it goes without saying that further and continuing education is difficult if you have problems with reading, writing or arithmetic. Fortunately we know that in workplaces where management creates the framework - and has a

culture of continuous and further training, we also want our employees to further their education.

But no matter how much employers and management try to prioritise training, it is not a task that each workplace can undertake alone. There is also a need for a political step forward to strengthen the framework for training, as proposed in the FH's Global Plan for a Fair Green Transformation (2020).



3 Strengthen the framework for innovation

Some people find the solutions a workplace should use, allready. In those cases, what is missing, typical knowledge, understanding or skills needed to use the solutions. But in other cases, new solutions need to be developed. This requires innovation. And this is where beneficiaries can play an important role. Often, those who have "ground under their nails" have important expertise and experience.

A survey conducted by the Danish Institute for Applied Research shows that the generous suggestions made by recipients can not only reduce greenhouse gas emissions and thus the climate impact - they can also reduce waste of materials, increase the use of energy and reduce costs. a better bottom line. In fact, the climate impact is rarely the only or biggest benefit for the workplace, see Figure 4.

The same survey shows that as many as 40 per cent of recipients have some or all suggestions on how their workplace can reduce its greenhouse gas emissions. This means that

can be a very starting potential in involving the beneficiaries and listening to their ideas. Many also find that their workplace has made use of neighbouring suggestions made by employees over the past five years.

To promote change, workplaces should further strengthen the framework for innovation by their employees. This could include workshops, bringing together many different professional groups and management to generate new thoughts and ideas. This can also be done by asking critical questions of yourself and each other, e.g. in connection with the purchase or sale of materials, goods and services. In particular, procurement in the cereals **SECTOR IS** receiving greater attention as a result of EU regulation, climate taxes and growing climate awareness.

However the workplace tries to support innovation, it is important to create a space to come up with creative ideas and challenge the framework.

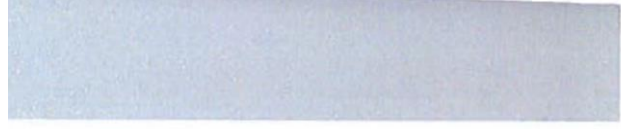
3. Strengthen the framework for innovation

- Hold workshops to find out where you have a high climate footprint and what solutions you could use

- Bathing beneficiaries from many professions and management should be involved

- Ask critical questions often of colleagues, management, suppliers and customers: "Do we know the climate footprint? Where can we make a difference? What could be done even better?"

- Provide an opportunity to contribute creative ideas to improve the framework or challenge the framework





CASE

Siv Maria Møller, barchef og koordina- tor for Green Group (HK)

"Coffee Collective har sine rødder i social bæredygtighed. Virksomheden er skabt ud fra et ønske om at mindske den økonomiske ulighed, der er på kaffemarkedet. Dette gør vi ved at betale kaffeproducenterne for kvaliteten af deres produkter frem for ud fra markedsprisen.

I mange år har vi også kunne se, at klimakrisen påvirker især de kaffeproducerende lande, hvor klimaet og sæsonen ændrer sig. Derfor har vi i Coffee Collective lavet en grøn medarbejdergruppe, der arbejder 20 timer om ugen på grønne tiltag. Den består primært af 3 baristaer/souschefer/barmanagerere, en PhD-studerende og vores CEO. Det har hjulpet os med at implementere forbedringer i den grønne retning, som vindenergi, genbrugskopper og genbrugsemballage.

Derudover har innovationen fra vores grønne medarbejdergruppe hjulpet os med at blive B corp certificeret i 2019, og vi har skrevet under på et løftet om at nå målet om Carbon neutral i 2030. Derudover har vi selv lavet et progressivt løfte om, at vi ville nå det i slutningen af 2022."

Figure 4 - Impact of green suggestions by employees (pct.)



Note: Distribution of answers to the question "What do you consider important in relation to the basic transformation of your workplace (...)" Percentage answering 'Important' or 'Very important' Source: FH Working Life Survey,

2022

2022

4. Skab tryghed

- Bed ledelsen fortælle om deres forventninger til fremtiden, jobsituation og kompetencebehovet – fx ved at sætte klima på dagsorden i SU- og MED-udvalg med henvisning til bestemmelserne i overenskomsterne.
- Tal om "hvad nu hvis..."-scenarier og muligheder for sporskifte, når I holder medarbejdersamtaler – især i udsatte brancher.
- Kræv at ledelsen prioriterer uddannelse, så lønmodtagerne er bedre stillet, hvis de mister jobbet.

4. Create security

NIf the workplace has to adapt, this inevitably means change. Some job functions and some jobs may even disappear altogether. For example, some services or goods may become less available or less in demand. This can create insecurity.

In fact, only one in seven 10n beneficiaries believes that the green transition will have no negative consequences at all for themselves or their loved ones. These are the findings of previous surveys by FH.

Among the concerns of recipients, job loss is not the most prevalent. But it is the biggest. Figure 5 shows that attitudes to green change are much more negatively influenced if you or someone in your

the household loses the job, than if e.g. prices rise.

Concerns about jobs disappearing - or simply disappearing - mean that workplaces need to be vigilant about security. Employees need to have the greatest possible certainty about the future so that they can prepare for it well in advance. This can be done, for example, by assigning tasks at the workplace, by training employees or by changing tracks. Just as there are plans for the transition of the workplace, there should also be plans for the transition of the employees.

This requires, among other things, that the management is aware of their expectations for the future, the job situation and the competence needs, and that they continuously assess the situation and needs of the

similarities could be, if the current job, job function and competence needs change. One way to do this is to put climate change on the agenda of the SU and MED committees. Beneficiaries can do this with reference to the provisions of collective agreements.

At the same time, workplaces should! security, it must be remembered that each workplace cannot ensure full security on its own. There is also a need for action at the societal level - both local and national onally - including ensuring a good framework for education and a safe day pension system, if *PH's master plan for a mature green transition (2020)*.

CASE

Torsten Smærup

Torsten Smærup er faglært elektriker, medlem af bestyrelsen i Dansk EI-Forbunds afdeling Fyn og tillidsmand i Bravida. Bravidas strategi er at sikre bæredygtighed i fællesskab mellem ledelse og medarbejdere. Bæredygtig ressourceanvendelse og lav miljøbelastning skal understøtte en bæredygtig el- og VVS-service.

"Vi taler meget om fremtiden på vores arbejdsplads. Bravida har blandt andet en intern app for medarbejdere, hvor ledelsen kommunikerer om de bæredygtige målsætninger. Vi ved, at der er helt klare mål." Når ledelse og kolleger taler om det, mindsker det den utryghed, der kan opstå i tankerne, som man selv kan gå med.

"Her bliver vi ikke arbejdsløse på grund af grøn omstilling – vi skal bare lave noget andet. Teknologien forandrer sig og vores faglige rolle forandrer sig. Vi skal fx i langt højere grad kunne rådgive kunder om de nye energibesparende løsninger til fx bygningers energidrift. For hver bæredygtig ydelse, vi har, ser jeg, at vi fremstår mere attraktive. Det giver en vished om, at der er et job i morgen"

Det kan tage lidt tid at vænne sig til grøn omstilling, siger han. Derfor føles det trygt at virksomheden, som en del af sin strategi for bæredygtighed, opfordrer medarbejdere til at få nye grønne kompetencer og efteruddannelse, fortæller Torsten Smærup: "Det er vigtigt for at skabe ro og tryghed, at man ved, hvad det er man skal lave, når man skal lave noget andet".

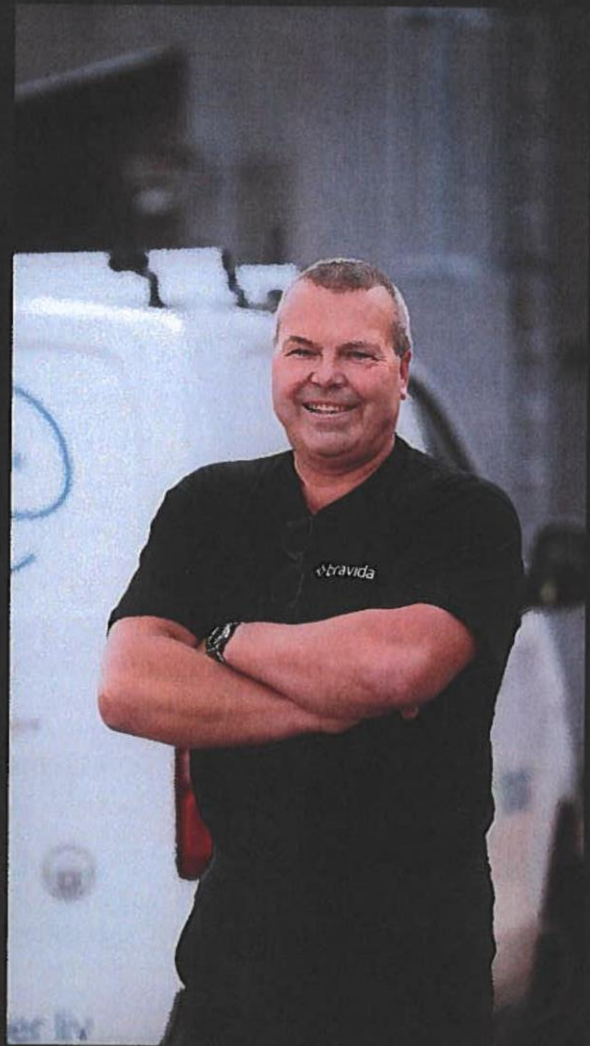
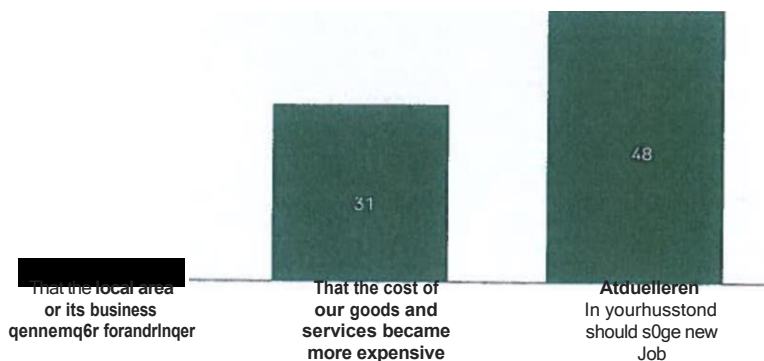


Figure 5 - Losing your job will have the greatest impact (pct.)



Note: Breakdown of questions: "Would you be more positive or more negative about the change if it meant (...)"
Percentage answering 'Somewhat more negatively' or 'Much more negativ'

Kilde: PH survey on working life, 2021

5 Think green and fair

NSome of the actions and changes required for a green and fair transformation can be

wholly or partly out of the reach of the individual workplace'. This applies, for example, to the development of necessary climate technologies, training opportunities and the security that a secure unemployment benefit system can provide. Action is needed at the level of society.

However, at the individual workplace level, both beneficiaries and management can take the lead in developing a mindset that supports a fair and equitable transition, and that everyone in the workplace can take ownership of, across differences.

Such thinking is important because it helps to underpin knowledge building and understanding, the prioritisation of education, innovation and security - themes which stakeholders consider important and which the recommendations address.

At the same time, a free mindset can create commitment and mobilise more beneficiaries than at present to contribute to the green transformation. And there is great potential here, as the FH survey shows that 46% of beneficiaries in today feel 'not very' or 'not at all' engaged in the green transformation at their workplace. That's too many.

The good news, however, is that the remaining 54% are 'somewhat' or 'very' committed to the cause, and that the vast majority are committed because change is 'the right thing' to do. This shows an inner motivation and sense of community. Only very few are motivated by higher *!an* or *bonus jffigur6*.

To create a free mindset, participants must work with both themselves and each other.

On the one hand, the beneficiaries, who have been less committed to the actual transition so far, must recognise that the transition also requires

any of them. They will be more willing to support new climate action and the commitment of colleagues who are green firefighters.

On the other hand, firefighters - those who are already very committed - must recognise and respect that some of their colleagues have limitations or concerns, and that is down to addressing these. An important step along the way may be to ask interested colleagues for their thoughts in order to understand them.

Workplace management must not be mere spectators to the building of a company's reputation. Rather, they should also take ownership of the process. And they can support its creation by providing space for dialogue, organising workshops or working with a higher skills representative, see *recommendation 6*.



CASE

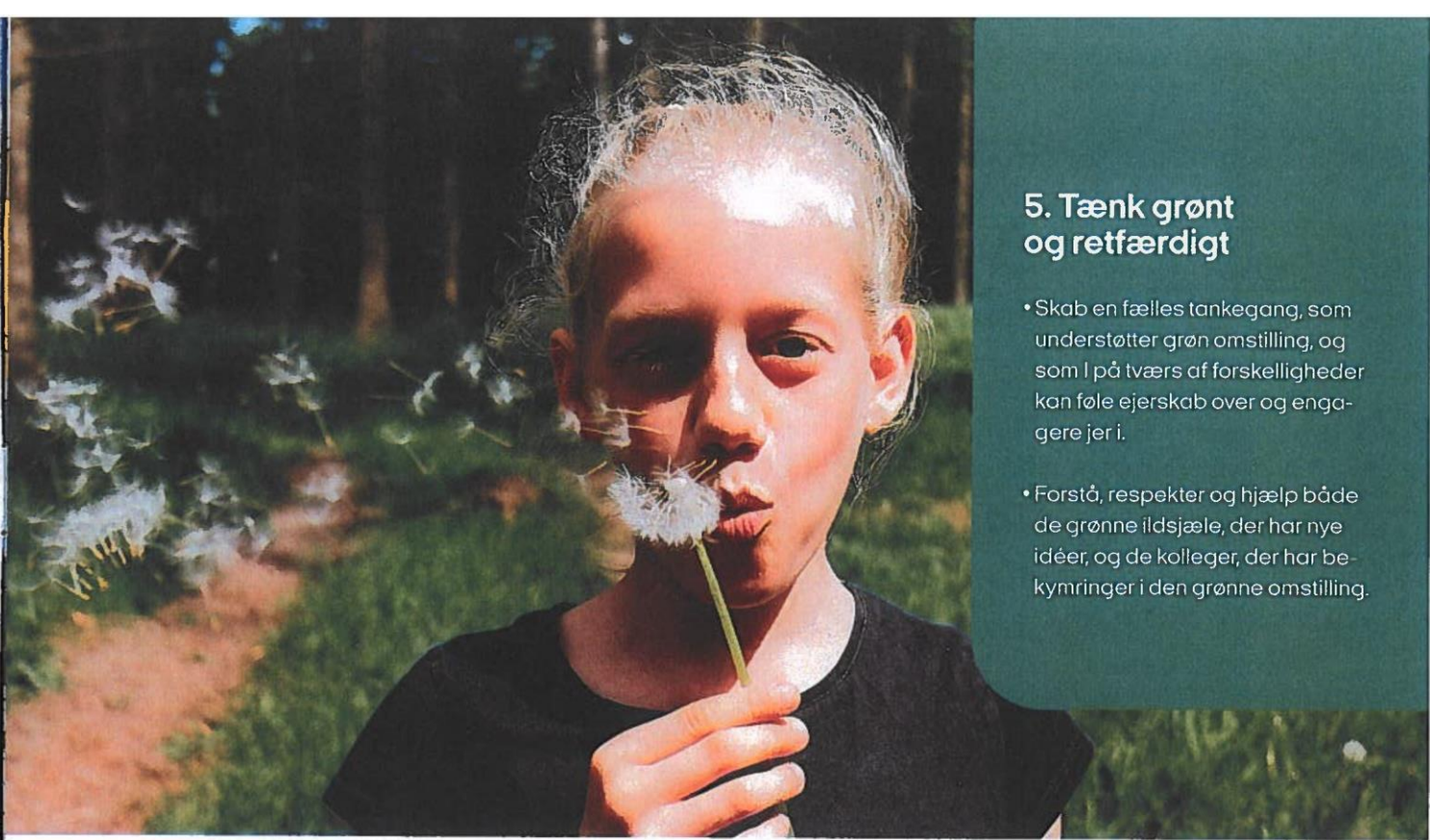
Ole Kristiansen

Ole Kristiansen er skovløber i Naturstyrelsen og har arbejdet i de danske skove gennem 47 år. Den nye vision for de statslige skove er, at en større del skal være urørt skov, det vil sige skov, der får lov at gro, og hvor der ikke fældes så mange træer til eksempelvis møbelindustrien. Årsagen er, at det vil øge biodiversiteten.

På et lavpraktisk plan møder han den grønne omstilling i takt med, at el-drevne biler indtager Naturstyrelsens arealer. Det samme gælder el-værk-

tøj. At få især de store benzindrevne save over på el er dog stadig lidt en udfordring, men man er i proces.

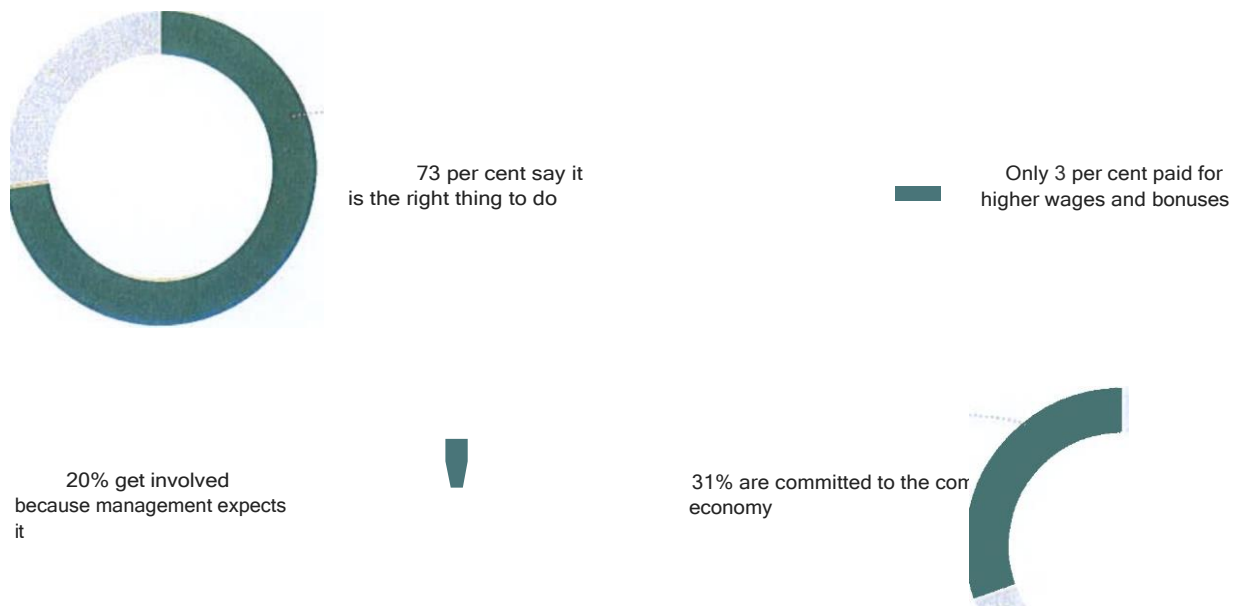
"Vi skal derhen, hvor vi på et formelt plan forholder os til klimaet. Men også, at klimatankegangen kommer ind konkret, så vi får sat det i system. Det skal være lige fra, at alle slukker lyset, når de forlader værkstedet, til at vi har et grønt fokus i forbindelse med vores indkøb. Vi skal have fokus på klimaet og den grønne omstilling i alt hvad vi gør," siger Ole Kristiansen.



5. Tænk grønt og retfærdigt

- Skab en fælles tankegang, som understøtter grøn omstilling, og som l på tværs af forskelligheder kan føle ejerskab over og engagerer jer i.
- Forstå, respekter og hjælp både de grønne ildsjæle, der har nye idéer, og de kolleger, der har bekymringer i den grønne omstilling.

Figure 6 - Len recipients' commitment to the green transition



Note. Distribution of svar på spørgsmalet "In the orttfang you are engaged in branch transition at your place of work, is it because (...)? Percentage who have pointed to the category among eight possible categories.

Kilde: FH survey on working life, 2022

6. Appointment of a representative

EA single firework - or a small group of fireworks - can make a big difference, even on large workplaces. Therefore, it may be a good idea to appoint a 'climate change representative' if the workplace does not already have, for example, a 'climate change committee', a 'climate change ambassador' or a 'climate change coordinator'.

A bridge capability representative can, among other things, take responsibility for building knowledge, supporting innovation and creating commitment among colleagues. This can be done, for example, by reminding colleagues to act in a climate-friendly way,

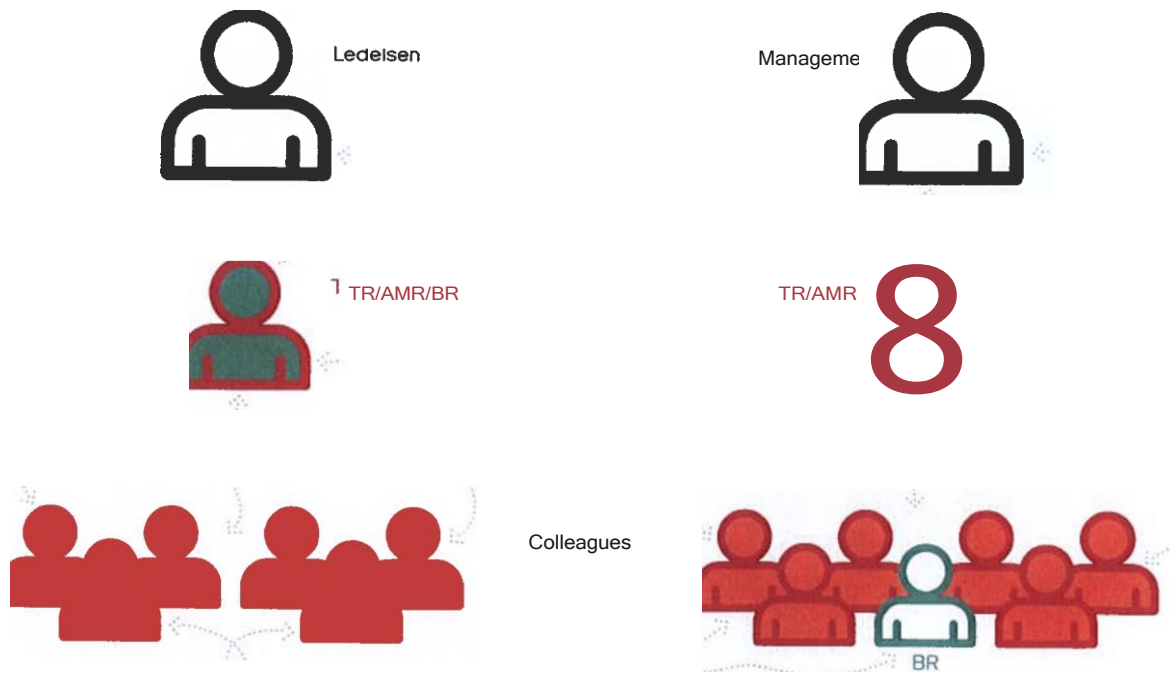
prioritise training or by sharing the good story of a colleague's or department's climate action. In this way, he or she can raise the issues that are important for the overall transformation of the workplace and that are addressed in the previous recommendations. If knowledge, training, innovation and confidence are the cogs in a machine that drives workplace change, the firebrand(s) can provide the spark that starts the machine.

There may be different models for the selection of a representative. In some places

for example, it should be the shop steward or health and safety representative who takes responsibility for climate action. In other cases, it is a different member of staff because the health and safety representative already has many other responsibilities.

Figure 7 shows two possible models for a Breadcrumb Representative. In one model, the Trust or Work Environment Representative (TR/AMR) has an additional cap as a Breadcrumb Representative (BR), and in the other model, the BR is a colleague with contact to many of the other colleagues and a close cooperation with the (TR/AMR), where suggestions are raised with the management.

Figure 7 - Two possible models for a bearer representative





6. Udpeg en 'bæredygtighedsrepræsentant'

- En bæredygtighedsrepræsentant kan løfte de øvrige anbefalinger ved at motivere kolleger, dele viden og koordinere klimaindsatser og -arrangementer i tæt samarbejde med TR og AMR (eller bæredygtighedsrepræsentanten kan selv være TR/AMR).



CASE

Christina Berthon Kirkegaard

Christina Berthon Kirkegaard blev udpeget som sygeplejerskernes repræsentant i Lønmodtagernes Klimapanel, fordi hun som sygeplejerske på den ortopædkirurgiske operationsgang på sygehuset i Vejle har stået bag et omfattende projekt, der sikrer, at flere ton plastikemballage bliver sorteret og genanvendt.

Hendes projekt startede på en enkelt operationsstue. Hurtigt bredte det sig. Først til de resterende stuer på samme afdeling, derefter videre til de andre operationsafdelinger og efterfølgende til nabosygehusene. Projektet har haft så meget succes, at hun nu arbejder med at koordinere grønne omstillingsprojekter på sygehuse i hele regionen.

Plastiksorteringen er altså endt med at forandre hendes karriere. Men sådan var det aldrig gået, hvis ikke Christina Berthon Kirkegaard havde haft en leder, der lyttede.

"Der er så mange gode, grønne ideer hos medarbejderne. Derfor er det vigtigt, at lederne lytter og bakker op. Det var dét, der gav mit projekt vinger."

Christina Berthon Kirkegaard peger derfor på anbefalingen om at indføre bæredygtighedsrepræsentanter som helt central, hvis den grønne omstilling skal op i tempo og understreger, at bæredygtighedsrepræsentanterne skal have arbejdsgivernes opbakning samt tilstrækkelig tid og ressourcer, hvis de skal lykkes i en travl hverdag.

7. Establishing networks for interoperability

- Here, experiences and inspiration can be shared, adapted and used in the workplace

7. Establishing a network of excellence

Videa-sharing, bridge-building and engagement can happen through networking, both within- inside and outside the workplace. Inside the workplace, a group of firefighters - or a fire brigade representative - e.g. take the initiative to hold a meeting or send information to! colleagues, who can eventually be engaged and help drive the workplace transformation. For example, knowledge can be shared on where the company's climate footprint is greatest, what solutions are available and how to

even commit each other to taking some steps in the right direction. Outside the workplace, networks can be set up to bring together workplace representatives, climate change officers, trade union or labour market representatives or managers from different workplaces to share knowledge and ideas that can be adapted and used in their own workplace. This can help, among other things, managers who are not yet focused on ensuring a green and fair transition in the workplace,

to the new needs and opportunities. In some cases, it may be useful for the municipality to participate in networking events.

The municipality may have knowledge and other resources to! and a role to play when jobs are lost. At the same time, the municipality can play a role in disseminating good examples and stories.

Trade unions, including local unions, may also have resources available and play a facilitating role. For example, they can help to identify training opportunities.



CASE Sofie Buch

Sofie Buch arbejder til daglig som miljøteknolog hos Hofor. Hendes arbejde handler hovedsageligt om at få virksomheden til at leve op til lovgivningen på miljøområdet blandt andet ift. affaldssortering og -håndtering og kemikaliehåndtering.

Mens Sofie har været hos Hofor, er de blandt andet gået i gang med at få arbejdspladsens genbrugsplads opgraderet, så den minder mere om de kommunale genbrugspladser, folk kender til fra deres fritid. På den måde er Sofie med til at gøre det lettere for sine kollegaer at genbruge affald på arbejdet.

"En af mine kollegaer foreslog at plante vilde blomster på et areal, der stod tomt, og det var ledelsen meget åbne over for."

Sofie håber, at de fremadrettet kan gøre endnu mere for, at det bliver lettere for alle medarbejdere at komme med idéer til, hvordan virksomheden kan blive endnu mere bæredygtig. "Det kunne fx være fedt, hvis vi havde en arbejdsgruppe på tværs, så det blev lettere for alle at byde ind med idéer."



8. Del de gode eksempler og historier

- Fremvis og fejtr succeser – selv små skridt kan gøre en stor forskel ved at lægge grundstenene til flere handlinger med større effekt. De arbejdspladser og lønmodtagere, der aktivt forsøger at skabe en retfærdig grøn omstilling, bør hyldes.

8 ■ Good examples and stories

Gode examples and stories can both inspire and motivate. That's why they should be shared and celebrated! Even small efforts that in isolation have little impact on the climate can boost motivation among colleagues, if only they show that climate action can actually succeed. In this way, they can be a stepping stone for efforts with a greater climate impact.

On the one hand, jobseekers and beneficiaries who are still at the beginning of their own journey can draw inspiration from the good examples and stories of others. For example, a hospital that has not yet gone far with its own waste sorting can find inspiration in the story of another hospital that has saved as much as 14 tonnes of CO₂ a year. Or an unhappy employee who hears that a colleague has gone through a good training programme may find renewed faith in the future.

On the other hand, those workplaces and beneficiaries that are already ahead in the transition and therefore have good stories of their own, may find

motivation, self-confidence and branding all depend on the examples and stories being shared. For a workplace, a good story about the appointment of a bridge skills representative, the promotion of training or the strengthening of security can make it easier to attract skilled employees and its products - especially in the coming **years** when even greater climate awareness, more demands for greater skill and greater focus on green procurement.

Precisely because sharing good examples and stories can create value at the bottom line, it can be an important lever in getting management to follow the recommendations and ensure a real green and fair change.

The workplace itself, municipalities, trade unions and others can contribute to the sharing of good examples and stories. The main trade union organisation has already put together a series of videos on its website with good examples. ⁷



CASE

Kenneth Leen Hansen

"Mit navn er Kenneth Leen Hansen, og til dagligt arbejder jeg hos Trioworld Nyborg. I den del af TrioWorld, hvor jeg er, der laver vi genbrugsfolie om til nyt plastgranulat, som fx sorte eller klare affaldssække. Af den plast vi bruger i min afdeling af produktion er genbrugsplast.

Vi taler tit på arbejdspladsen om, at vi er en miljøvenlig virksomhed. Der er jo så meget plastik rundt omkring, som folk smider ud. Når jeg bliver spurgt om, hvad jeg arbejder med og jeg fortæller, at jeg laver klare og sorte affaldssække, så lyder mit arbejde jo ikke så eksotisk. Men, når jeg så siger, at vi er en genbrugsvirksomhed, så spidser folk ører. For genbrug er noget alle kan forholde sig til!"



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