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Financing the Green Transition

DELIVERABLE D2.2

Unitary report on the social partners activity (good practices collection at national/company level)



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PROJECT CONSORTIUM

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ABBREVIATION

COP	Conference of Parties
CSR	Corporate Social Responsibility
CSRD	Corporate Sustainability Reporting Directive
DNSH	Do no significant harm
EFRAG	European Financial Reporting Advisory Group
EIB	European Investment Bank
ELTIF	European long-term investment funds
EPAP	Pension and Provident Institution for Multisectoral Assistance
ESG	Environment, Social, Governance
EU	European Union
EuSEF	European funds for social entrepreneurship
EuVECA	European venture capital
EWC	European Works Council
EWC	European Works Council
GEFIA	Alternative Investment Fund Managers
GRI	Global Reporting Initiative
HLEG	High-Level Expert Group
ILO	International Labour Organization
NFRD	Non-Financial Reporting Directive
OECD	Organization for Economic Cooperation and Development
OICVM	Bodies for Collective Investment in Transferable Securities
SDGs	Sustainable Development Goals
SFWG	Working Group on Sustainable Finance



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SMEs	Small and Medium Enterprises
TEG	Technical Expert Group on Sustainable Finance
UN	United Nations Organization
UNCSD	United Nations Commission for Social Development



INTRODUCTION TO THE REPORT

1. Objectives

The aim of this deliverable is to present a unitary report on the social partners gathered good practices in their respective countries and companies, highlighting the most interesting and innovative ones.

In fact, the GreenFin project's social partners - trade unions at national and company level, European Federations and EWCs - in addition to supporting the scientific partners in the on-the-field research, were in charge of collecting and analysing good practices on the topic of sustainable economy and green finance. Moreover, as several partners are members of EWCs, an interesting collection of company agreements at European and global level was also made.

This significant part of the empirical research was carried out through distance work led by First CISL facilitators and thanks to a web platform, the so called "*Virtual Agora*", where participants had the opportunity, not only to upload their papers, but also to exchange among them information, opinions, ideas, etc.

Indeed, the present report makes evident the relevance, in the project, of the close cooperation among partners coming from different countries, sectors and companies but also the productive synergy between the academic institutions and the TU organizations, the scientific and the empirical research, for the accomplishment of a comprehensive picture on the subject at European level and beyond.

In particular, the following papers were collected, shared, and analysed: legislations at the national level on the topic of green transition; documents, declarations, and position papers on the green transition of the financial sector at the European and national levels; national collective agreements in the sector, specifically related to the banking and insurance sector (seven); and company collective agreements entered into by companies belonging to the banking and insurance sector (ten) that emphasize the role of social dialogue and collective bargaining in the green transition of the sector covered in the project.

After the description of the aims of the participants' collection activities and the methodologies and tools First Cisl provided them to carry on the research, the present deliverable illustrates the most interesting good practices of social dialogue at the European and national levels and a number of legislative initiatives, with special focus on the finance sector, put in place to support the green transition and collected by the organizations participating in the GreenFIN project from 10 Member States and 1 candidate state (Montenegro). Specifically, the practices were collected by the following trade unions: Fist-Cisl (Finance Italy), Cfdt-Cadres (France), FSLCPR (Romania), NFU (Finance Scandinavia), Fesmc-Ugt (Finance Spain), Bbdsz (Finance Hungary), SBS-SBU (Finance Slovenia), OZBP (Finance Slovakia), Sindacatulupa (Finance Romania), and SSCG (Montenegro). Several



European works councils such as UniCredit, Generali, Crédit Agricole, and BNP PARIBAS EWC also joined the project. Specifically, two European Works Council agreements and three joint statements concerning the green transition of the financial sector and the role of European Works Councils were considered. The good practices selected in the present paper (chapter 2) are listed, in chronological order, by topic. They consider relevant legislation; documents and position papers; national industry collective bargaining agreements; and corporate collective bargaining good practices.

All the documents, including the forms used by partners to summarize their main features and make a reasoned reading of them (Appendix 1 and 2), are available in the Virtual Agora dedicated to the GreenFIN project, organized by countries and organizations of origin and can be accessed by the European Commission with its credentials.

<https://agora.firstcisl.it/static/green-fin.html>

2. Structure

The report is structured into three chapters.

The first chapter, titled “*The methodologies and tools used by the social partners to collect the good practices*”, describes the way the social partners developed their research and the tools provided by First Cisl facilitators.

The second chapter titled “*The Green Transition in the Finance Sector: a Selection of Practices and Initiatives*”, illustrates some of the good practices of social dialogue at the European and national levels and legislative initiatives on the topic of the finance sector supporting the green transition, as collected by the Associate Organizations within the GreenFIN project.

The third and last chapter titled “Final remarks”, provides some considerations arising from the analysis of the materials collected by the social partners.

Finally, the report is accompanied by 2 appendices. Appendix I, the *Good Practice Summary Form*, that was provided to the partners to summarize the most relevant features of the collected materials, and the Appendix II, the *SWOT Analysis form*, that was supplied to help participants analyse and reflect on the gathered documents.



Chapter 1. The methodologies and tools used by the social partners to collect the good practices

In order to enable the social partners to carry out the collection of good practices in an effective and consistent way and above all to make the results of the survey comparable among different European countries, overcoming the inevitable language barriers, First CISL facilitators developed two activity sheets, as tools to facilitate partners' collection activities.

The first one, called '**Good Practice Summary Form**', was used to point out the main characteristics of the good practice analysed, and contains, for each document, the title, the country, the company, the sector and the document's date.

A first section of the form was dedicated to specifying the type of document: national law, unilateral company or association system, European Federation agreement or statement, EWC agreement or statement, National Sector collective agreement, Company collective agreement, Social dialogue good practice or others (to specify).

In the next section we asked to indicate the content key elements, in order to have the opportunity to grasp for each document collected the most relevant and innovative aspects.

The third part of the summary form was devoted to the related texts, documents or agreements, i.e. if the document/agreement described was resulting from a national law or a European Directive, a previous agreement, the Collective national agreement, etc., asking to add a small description and, if possible, the file or the link to the related document.

The last part of the form is an open question for partners to give their opinion or comment on the content of the document collected.

As can be understood from this brief description, this tool proved very effective in giving an overview and seizing the main elements of each document collected, thus sparing the partners the onerous task of translating each document (some very long and complex) into English.

The second tool provided to the social partners for their field research of good practices was the '**SWOT Analysis form**', to be used to critically analyse the collected documents. In this way, for each document collected, together with a brief description with the emphasis on the most important topics, a critical and reasoned reading was also given.

The task required of partners was to evaluate critically, using the SWOT analysis methodology, the laws, collective agreements and good practices highlighting the innovative and positive aspects and the opportunities but also the weaknesses and threats of each document.

For each good practice collected they pointed out the strengths (positive and innovative aspects - steps forward with respect to the previous situation) and weaknesses (negative aspects and improvement areas), the opportunities



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(the possible positive future developments) and threats (external/internal factors that could put in danger the situation in the future).

Both the tools were largely used and appreciated by the partners and allow the Consortium to have a clear and reasoned picture of the green transition evolution in the countries, companies and EWC involved in the project.

The results of the good practices research were uploaded in the Virtual Agora and presented during the Consortium meeting on Quality Check the 19th of April 2023 at the Faculty of Work/Labour Sciences in the University of Seville.

The main and most relevant documents, with a special focus on the finance sector, were summarized and organized logically within the next chapter, following the structure of the report.

Chapter 2. The green transition in the finance sector: a selection of practices and initiatives¹

a. The role of the European Works Councils

BNP PARIBAS

Title: BNP Paribas agreement on fundamental rights and global social framework

Year: 2018

Content of the agreement:

The agreement, signed by the management and the European Council of Group Companies, promotes internationally recognized human rights standards and related rights, confirming the Group's support for the United Nations Guiding Principles on Business and Human Rights in accordance with the "*Protect, Respect and Remedy*" framework. The parties agreed to establish a shared comprehensive social plan through social dialogue, with concrete and measurable commitments focused on the following issues: human rights, social dialogue and trade union rights; social and environmental responsibility; employment management and change management; gender equality in the workplace; promotion of diversity and inclusion; prevention of and response to psychological and sexual violence and harassment; and health and quality of life at work

Source: BNP Paribas agreement on fundamental rights and global social framework²

¹ In the spirit of collaboration between the different project partners, one of the strengths of the action, the processing of the results of the good practice collection was done in cooperation with Adapt.



CRÉDIT AGRICOLE SA GROUP

Titolo: Global Framework Agreement, Crédit Agricole SA Group

Year: 2021

Content of the agreement:

In November 2021, UNI Global Union and the management of Crédit Agricole SA concluded the first global framework agreement, applied to all employees of the CA.SA group. The agreement deals with issues such as strengthening the role of trade unions and social dialogue; promoting working conditions in compliance with the principles of non-discrimination and inclusion; and driving improvements in occupational health. With respect to the topics of the Project, it is emphasized that the Agreement pays special attention to Corporate Social Responsibility, highlighting the need to promote policies of collaboration between social partners in order to support the sustainable growth of enterprises and working conditions, combining economic objectives with social and environmental objectives

Source: [Global Framework Agreement between UNI Global Union and Crédit Agricole S.A.](#)

GENERALI

Title: Joint statement on promoting inclusion and diversity at work

Year: 2019

Content of the agreement:

Representatives of Generali and the Group's European Works Council (EWC) commit to concretely promote at different levels and territories and in line with the HR strategy "*Gpeople*" 2021, certain key elements, including diversity as a source of enrichment, innovation and creativity; a more balanced organization between professional and personal life (work-life balance); an inclusive environment; and total support for people with disabilities. Specifically, the agreement deals with promoting diversity and inclusion as a corporate culture, facilitating work-life balance, providing support for people with disabilities, ensuring equal opportunities, valuing differences and encouraging innovation, and excluding any form of discrimination. With respect to the Project, it emerges that the promotion of diversity and inclusion policies is an important element for the Generali 2021 three-year strategy, both when facilitating equal opportunities among employees and understanding the innovation needed for business development in industry transitions

² The agreement can be found in the Virtual Agora of the #GreenFIN project and can be accessed by EC with its credentials.



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Source: [Joint Declaration: Generali is committed to inclusion and diversity](#)

GENERALI

Title: Joint statement on the new form of sustainable work in a 'Next Normal' scenario

Year: 2023

Content of the agreement:

Representatives of Generali and the Group's European Works Council (EWC), a body representing European workers, signed the Joint Declaration on the new sustainable way of working in the "*Next Normal*" scenario. Considering the theme of the GreenFIN project, it is noteworthy to point out that a sustainable working model, based on trust and empowerment as well as work-life balance and improved group performance, is promoted in the declaration through the following priority areas: innovation, i.e., accelerating the development of a sustainable and meritocratic culture that is open to innovation and customer-focused; hybrid work, i.e., enabling the adoption of a sustainable hybrid work model, based on digital, for a more effective and efficient organization; upskilling and reskilling, understood as equipping people with the skills needed to enable the strategy, with a focus on digital, customers and sustainability; and diversity, equity and inclusion, providing a work environment that values diversity, ensures equity and fosters inclusion

Source: [Dichiarazione congiunta sulla nuova modalità di lavoro sostenibile in uno scenario *next normal*](#)

UNICREDIT

Title: Joint statement on remote work

Year: 2020

Content of the agreement:

The UniCredit Group and the European Works Council signed a joint statement regarding remote work. In order to progressively adopt a common approach and establish minimum quality standards in all countries and companies in which the Group operates, the parties have identified the main areas for action in regulating remote work. In particular, the parties are concerned with describing and making explicit the distinctive and clear characteristics of remote work, with the aim of inspiring and guiding local initiatives and promoting the spread of a new way of working. The right of employees to disconnect from work in order to ensure a healthy work-life balance is also recognized. In this sense, then, sustainability is addressed from the perspective of the overall quality of working conditions and organizational arrangements in the dual transition (ecological and digital)



that the group is facing

Source: [Dichiarazione congiunta sul lavoro da remoto](#)

b.1 The role of social partners – the European sectorial social dialogue experience

European Union

Title: EU Finance Sector Social Dialogue Joint Declarations on Telework and Digitalization 2015-2021

Year: 2015-2020

Content:

The joint declarations, signed by the social partners at the European level for the banking or insurance sector, aim to promote dialogue at the European and national levels and stimulate public debate on the social effects of digitalization. The promotion of the digital transition is emphasized, despite major challenges with reference to the tools, skills and competencies of employees. In this sense, companies and employees emphasize the need for the promotion of continuous development of skills and qualifications, i.e., how digitization will also lead to a greater need for flexibility, open-mindedness, agility and resilience in the workplace and increased specialization. In particular, reference is made to the following documents, which, considering the timeframe in which they were drafted, highlight how the social partners in the insurance and financial sectors have been paying attention to twin-transitions since 2015, reflecting the particularly significant impact of digital and “green” changes in the two industries under consideration.

- EU Insurance Social Dialogue, Joint Declaration on Telework, 2015
- EU Insurance Social Dialogue, Joint Declaration on Digitalization, 2016
- EU Bank Social Dialogue, Joint Declaration on Telework, 2017
- EU Bank Social Dialogue, Joint Declaration on Digitalization, 2018
- EU Social Partners Framework Agreement on Digitalisation, 2020

With respect to the environmental issue, it is emphasized that the parties, in managing the digital transition of the sector, must also take into consideration all aspects on climate and environment, in this sense again highlighting the close connection between the transitions

Source: [EU Finance Sector Social Dialogue Joint Declarations on Telework and Digitalization 2015-2021](#)



b.2 the role of social partners – the European countries experiences

i. National laws

DENMARK

Title: Danish law on climate

Year: 2021

Content:

The purpose of the Danish Climate Act, as stated in the preamble, is to reduce greenhouse gas emissions in 2030 by 70 percent compared to 1990 levels and to achieve a climate-neutral society by 2050 at the latest, keeping in mind the Paris Agreement's goal of limiting global temperature rise to 1.5 degrees Celsius. The law also proposes a set of guiding principles that should guide Denmark's ecological transition. To make the goals concrete and effective, the plan stipulates how, at least every five years, the Minister for Climate, Energy and Utilities must set a national climate target with a 10-year outlook

Source: [Bekendtgørelse af lov om klima](#)

ii. Position papers

DENMARK

Title: Workers' climate panel - 8 recommendations for green transition

Year: 2023

Content:

The Danish Expert Panel on Climate Change has developed eight recommendations to help workers and employers begin or continue the green transition in the workplace, among which it is important to mention supporting the development of knowledge and understanding of transition processes; prioritizing training pathways; strengthening projects on innovation; and sharing examples and best practices

Source: [8 anbefalinger skal høste lønmodtagernes klima-guldorn](#)

DENMARK

Title: Code of conduct on good 'outplacement' of the financial sector



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Year: 2020

Content:

In the code, there is a focus on the transition/worker retraining dichotomy. In particular, the centrality of continuing education on the issue of sustainability is emphasized. The project started in 2021 as a pilot project, the year in which Finansforbundet and Finanssektorens Arbejdsgiverforening (the Danish Financial Sector Employers' Association) allocated DKK 1 million for training in relation to advising companies on sustainable transformation, specifically by promoting sustainable finance courses in the Finanskompetencepuljen (Financial Skills Fund), or Finanskompetencepuljen, established through the industry collective agreement. It is also pointed out that employees in the financial sector can apply for continuing education support if they wish to develop their skills, up to a maximum of three courses per year. Among the many existing courses, those dedicated to: IT and sustainability; sustainable development management

Source: Code of conduct on good outplacement in finance ³

FRANCE

Title: Banks leading the way for a sustainable and responsible world

Year: 2022

Content:

This synthesis document, prepared by the Fédération Bancaire Française, can be understood as a manifesto that aims to outline the main actions that the banking sector can take to support the green transition and the collective contribution that the banking profession as a whole can bring to the goals of sustainable development around eight themes: financing a sustainable economy, combating climate change, protecting biodiversity, innovation, banking inclusion, reducing inequality, education and training, and, finally, gender equality

Source: [La banque, acteur d'un monde durable et responsable](#)

SLOVAKIA

Title: Annual reports by banks, in particular, the agreements of: VUB (Intesa Group); SLSP (Erste Group); Unicredit Bank

Content:

Annual reports contain information regarding how banks implement environmental, social and governance (ESG) principles. They provide

³ The agreement can be found in the Virtual Agora of the #GreenFIN project and can be accessed by EC with its credentials.



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insights into the main areas of focus for each bank. Notable among the many reports are the VUB (Intesa Group) reports: the report emphasizes promoting the issuance of green bonds to finance green transition projects; direct support for such projects; and the prioritization of financial and environmental education for children and youth; the SLSP (Erste Group) report, which similarly includes the issuance of green bonds to promote sustainable investments and the prioritization of financial and environmental education for children and youth. Also, the UniCredit Bank report that promotes support for green projects to contribute to environmental sustainability, as well as support for the use of renewable resources for energy production

Source: Risk Inclusion Policy - UniCredit Bank; Statement of adverse impacts on sustainability - UniCredit Bank; ESG documents UniCredit Bank, VUB; Gruppo Erste ⁴

SWEDEN

Title: Position paper FSU Sweden on sustainable finance

Year: 2023

Content:

The purpose of the paper is to present FSU Sweden's (Finansförbundet) position on sustainable finance. It emphasizes how banks have an important role to play in the transition to sustainability, which implies consideration of the social aspects of this transition. In particular, it is emphasized that internally, it is necessary to work on social responsibility and social sustainability, with special attention to workers' rights and conditions. Externally, the need for action on social responsibility and sustainable investment is emphasized, a matter in which banks have a responsibility to contribute to a sustainable economy that takes into account the environment and society

Source: [Finansförbundets position i Hållbar finans](#)

iii. National collective bargaining

BELGIUM

Title: Finance industry collective agreement on the right to disconnect

Content:

⁴ The reports can be found in the Virtual Agora of the #GreenFIN project and can be accessed by EC with its credentials.



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PULS-ACV, CNE, Febelfin, BBTK-ABVV, SETCa-FGTB, ACLVB, and CGSLB, social partners in the finance sector, have signed a supplementary collective agreement that applies to companies that do not have company agreements. The main subject of the agreement is the employee's right not to log on to their professional digital tools outside agreed working hours.

The agreement, in particular, provides: how the right to disconnect will be enforced; guidelines for the use of professional digital tools; and training and awareness projects put in place to prevent the unreasonable use of these tools and the risks that may result. To be examined by the agreement, then, is primarily the issue of digital transition in broader terms, that is, in its impact on the working conditions of financial sector professionals and the effects of this mode of performance on work-life balance and impact in environmental terms

Source: Agreement on Digitalisation and Right to Disconnect ⁵

DENMARK

Title: FSU Denmark - Framework Agreement on Remote Work

Year: 2021

Content:

In light of the experiences of working from home during the pandemic, Finansforbundet and FA have agreed to suspend certain requirements of the Remote Work Framework Agreement in order to allow employees and companies greater flexibility in organizing remote work. The requirements are suspended until March 31, 2023

Source: Framework agreement on remote work ⁶

FRANCE

Title: Accord Mixité-diversité et Égalité professionnelle entre les femmes et les hommes dans les sociétés d'assurances – insurance sector

Year: 2020

Content:

The collective agreement between the Fédération Française de l'Assurance (FFA), and the Fédération CFDT Banques et Assurances, CFE-CGC Fédération de l'Assurance, Fédération des Syndicats CFTC "Commerce, Services et Force de Vente"(CSFV), Fédération des Employés et Cadres

⁵ The agreement can be found in the Virtual Agora of the #GreenFIN project and can be accessed by EC with its credentials.

⁶ The agreement can be found in the Virtual Agora of the #GreenFIN project and can be accessed by EC with its credentials.



Force Ouvrière (section fédérale des assurances), Union Nationale des Syndicats Autonomes (UNSA) Fédération Banques-Assurances is concerned with: the fight against discrimination in the workplace; the promotion of equal conditions between women and men in the workplace including through the promotion of training courses and professional development paths; the prevention of acts of violence or harassment in the workplace; and the promotion of inclusive policies with reference to the aging processes of the working population, disability and youth. It is therefore on Just Transition that the Agreement focuses, thus highlighting all those commitments to be pursued for just economic, social and environmental development

Source: [Accord Mixité-diversité et Égalité professionnelle entre les femmes et les hommes dans les sociétés d'assurances](#)

FRANCE

Title: Agreement on remote work in the insurance sector

Year: 2021

Content:

The collective agreement concluded between Fédération Française de l'Assurance (FFA), and Fédération CFDT Banques et Assurances, CFE-CGC Fédération de l'Assurance, Fédération des Syndicats CFTC "Commerce, Services et Force de Vente"(CSFV), Union Nationale des Syndicats Autonomes (UNSA) Fédération Banques-Assurances deals with regulating issues such as: the design of a regulatory framework and general principles; disciplines regarding the organization of telework: environment, rights and duties, functioning of employee representatives; support for employees and managers; health and safety: work-life balance, including through maintaining social ties, individual follow-up interviews

Source: [Accord relative au télétravail dans les sociétés d'assurances](#)

FRANCE

Title: Agreement on quality of life and working conditions - insurance industry

Year: 2022

Content:

The collective agreement signed by the Fédération Française de l'Assurance (FFA), and the Fédération CFDT Banques et Assurances, CFE-CGC Fédération de l'Assurance, Fédération des Syndicats CFTC "Commerce, Services et Force de Vente"(CSFV), Union Nationale des Syndicats Autonomes (UNSA) Fédération Banques-Assurances deals with



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regulating issues such as: the prevention of risks to workers in the sector through the promotion of prevention processes that identify social and psychosocial risks as well as tools suitable for risk prevention itself and elimination. The agreement also highlights the connection and need to promote work-life balance. It is therefore noteworthy to emphasize that the agreement is of interest with respect to the topics covered by the project since telework is recognized as a tool to support change management in the context of the multiple and rapid transitions resulting mainly from the digitization of the sector's activities, but also of the sector's activities and other factors such as the evolution of standards, customer expectations increasingly declined and specified also in terms of socio-environmental transition

Source: [Accord relatif à la qualité de vie et des conditions de travail](#)

ITALY

Title: Collective agreement in the banking sector

Year: 2019

Content:

This collective agreement contains provisions to regulate remote working arrangements and the right to disconnect specifically with the aim of incentivizing work-life balance and, at the same time, in order to determine a positive impact on the environment and worker mobility. In this perspective, a maximum limit of 10 days of remote work per month is provided, albeit with a clear reference to official working hours to determine the concrete right to disconnection

Source: [Contratto collettivo nazionale di lavoro per i quadri direttivi e per il personale delle aree professionali dipendenti dalle imprese creditizie, finanziarie e strumentali](#)

ITALY

Title: Agreement on guidelines for remote work in the insurance and insurance industry

Year: 2021

Content:

As part of the banking sector's national collective agreement on smart working, provisions have been introduced to regulate remote working arrangements and the right to disconnect. These measures, concluded by the National Association of Insurance Companies ANIA and FIRST-CISL, FISAC-CGIL, FNA, SNFIA AND UILCA, are aimed at promoting a work-life balance, as well as bringing about a positive impact on the environment and



worker mobility. Full flexibility is ensured with regard to working hours and locations, with no limits regarding remote work days. The agreement is of interest because it highlights the close link between the digital transition and the ecological transition in an evolving context of the sector in which growing attention has emerged to the needs for work-life balance, the use of resources that respect environmental sustainability and collective well-being, through the reduction of home-work travel and, consequently, the use of public and personal transportation, while promoting the containment of emissions of pollutants

Source: [Accordo sulle linee guida per il lavoro a distanza nel settore assicurativo e di assicurazione/assistenza](#)

SPAIN

Title: Collective agreement in the banking sector

Year: 2019

Content:

Article 79 et seq. of the national collective bargaining agreement for the banking sector signed by the parties Asociación Española de Banca (AEB) and CC.OO.- Servicios, FeSMC-UGT and Federación de Banca de FINE, highlights, in the need for digital transition, the urgency of regulating issues such as the right to disconnect, as well as the right to training to allow for an easier transition of professions and skills in the workplace. To this end, the centrality of the involvement of workers and social partners in defining the relevant provisions is emphasized

Source: [Resolución de 17 de marzo de 2021, de la Dirección General de Trabajo, por la que se registra y publica el XXIV Convenio colectivo del sector de la banca](#)

SWEDEN

Title: Collective bargaining agreement on pay and general conditions of employment

Year: 2015

Content:

The agreement, signed by Bankinstitutens Arbetsgivarorganisation (BAO) and Finansförbundet for Finansförbundet members employed at BAO-affiliated banks, deals with regulating, among many issues, remote work, providing provisions on the working environment, working hours and performance modes. It emerges how the green transition and the digital transition are two interconnected processes that are transforming the global economy, precisely because of the role that new technologies or new ways



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of performing work play in pursuing the goals of reducing emissions, combating climate change, and worker well-being

Source: Collective agreement concerning salary and general terms and conditions of employment⁷

iv. Best practices in corporate collective bargaining

FRANCE

Title: Sustainable Development Goals – La Banque Postale

Year: 2019

Content:

The objective of this document, which can be classified as a company policy document, is to define the priorities, mechanisms of action and actors involved in implementing sustainable development. La Banque Postale, through its mission and activities, aligns itself with the national roadmap and commits to achieving the transition goals through internal and external actions and projects, such as banking accessibility and financial inclusion, social housing financing, and the availability of accessible products and services. The document is part of the framework of commitment to the Sustainable Development Goals, concretized with the signing in 2019 of the Principles for Responsible Banking (PRB) through which Banque Postale commits to align its strategy with international and national frameworks, particularly the Sustainable Development Goals and the Paris Climate Agreement

Source: [Les objectifs de développement durable – La Banque Postale](#)

FRANCE

Title: Collective agreement on workers' interest and participation - Generali

Year: 2020

Content:

The July 2020 Generali Group collective agreement aims to intervene in wages, making them increasingly connected to elements related to the ecological transition. In particular, the agreement promotes the calculation of the total amount in relation to criteria incentivizing sustainable development and, in particular, waste reduction and collection

Source: Intéressement et participation⁸

⁷ The agreement can be found in the Virtual Agora of the #GreenFIN project and can be accessed by EC with its credentials.



FRANCE

Title: Collective agreement for green mobility – Allianz

Year: 2021

Content:

In accordance with Law 2019-1428 of Dec. 24, 2019 on more sustainable forms of mobility, the Allianz collective agreement, signed with the trade unions CFDT, SNEPSSI-CFE-CGC, orients home-to-work travel toward more sustainable modes of transportation than the individual car. Contributions of 400 euros per worker are therefore provided, with the possibility of cumulation with lump sums for common transport (up to 500 euros) to support green means of transport, such as bicycles with or without a motor, car-sharing, and electric scooters

Source: [Avenant à l'accord relatif à l'accompagnement de la mobilité durable](#)

FRANCE

Title: Agreement to launch a sustainable mobility package trial in 2022 - BNP Paribas

Year: 2021

Content:

In pursuit of the actions already initiated by BNP Paribas' Green Company for Employees program and in accordance with the commitments made in 2020, the parties (BNP Paribas SA, on the employer side, and La Confédération Française Démocratique du Travail (CFDT) and Le Syndicat National de la Banque / Confédération Française de l'Encadrement - Confédération Générale des Cadres (SNB / CFE-CGC) on the union side) have formed a joint working group in order to further explore the sustainable mobility package arrangement provided for in Article L. 3261-3-1 of the Labor Code. By this agreement, the parties agree to initiate a trial of this device in order to promote the use of more sustainable means of transportation as an alternative to the individual car for home-to-work commutes, as defined below

Source: Accord relatif à la mise en place d'une expérimentation d'un forfait mobilité durable en 2022⁹

⁸ The agreement can be found in the Virtual Agora of the #GreenFIN project and can be accessed by EC with its credentials.

⁹ The agreement can be found in the Virtual Agora of the #GreenFIN project and can be accessed by EC with its credentials.



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FRANCE

Title: Agreement on the organization and duration of working hours and remote work– Generali

Year: 2021

Content:

As part of the Generali corporate collective agreement, several elements have been defined for the management of remote work in the company. These include the conditions of eligibility, i.e., the nature of the activities, specific situations, employee autonomy, place and conditions of execution; the organization of remote work: different formulas, organizational flexibility, formalization arrangements, adaptation period and reversibility are provided for; work equipment; financial participation; support for specific situations; attention to issues such as health, safety and quality of life; and the regulation of occasional and exceptional remote work. This fits in with the theme of ecological transition as remote work, or telework, is defined as an effective option to reduce the environmental impact related to the mode of work performance

Source: Accord sur l'organisation, la durée du temps de travail et sur le télétravail ¹⁰

FRANCE

Title: Agreement on forecast management of employment and skills and promotion of career development – Generali

Year: 2022

Content:

As part of the Generali corporate collective bargaining agreement, several elements for managing remote work at the company level have been defined by GENERALI VIE and the unions CFE-CGC et CFDT et UNSA. These include the provision of an occupation observatory, occupation mapping, and employment analysis and management. Still, the centrality of training for job retention and skill development; measures for internal and external mobility; and attention to the issue of intergenerational balance including through the transition from working life to retirement are emphasized

Source: Accord relatif à la Gestion Prévisionnelle des Emplois et des Compétences et à la promotion des parcours professionnels ¹¹

¹⁰ The agreement can be found in the Virtual Agora of the #GreenFIN project and can be accessed by EC with its credentials.



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ITALY

Title: Collective agreement - Generali

Year: 2021

Content:

As part of the Generali corporate collective agreement signed by Generali Group and RSA Coordinators First-Cisl, Fisac-Cgil, Uilca, Fna, and Snfia, key provisions have been defined to regulate remote working arrangements. Although maximum flexibility is allowed, it is not possible to work completely remotely. In addition, a lump-sum reimbursement of 300 euros is provided for domestic costs incurred by the worker, as well as a meal voucher on a daily basis. The right to disconnection is also guaranteed, with a clear reference to official daily working hours. Therefore, the close connection between digital transition and ecological transition is again confirmed, highlighting how remote work can be a tool to support the fight against climate change, reduction of emissions and a better work-life balance

Source:

[Contratto collettivo aziendale Generali sul lavoro a distanza](#)



Chapter 3. Final remarks

In conclusion, the study of the collected documents - agreements, joint declarations and various papers related to the ecological and digital transition in the financial sector, but not only - highlighted the benefit for both companies and trade unions to work together to tackle the complexities of the green revolution and the opportunity to build a strong synergy to support the European market towards a just transition through the role of the financial system and the reskilling and upskilling of workers, and especially P&Ms, in the sector.

Linked to the above, it is evident from the papers analyzed that it is essential to strengthen the social dialogue at all levels, European, EWC, national and company. It is unquestionable that social dialogue plays, and will play even more in the future, a significant role in facilitating a smooth and fair transition towards a greener and more digital future.

Most of the documents acknowledged the use of remote working practices as a crucial organizational tool to foster socially and environmentally sustainable workplace. In this regard, we cannot forget also the decisive role of a work environment based on trust, empowerment, work-life balance and improved team performances. In this perspective the company cultural change and

¹¹ The agreement can be found in the Virtual Agora of the #GreenFIN project and can be accessed by EC with its credentials.

workers' well-being and professional development represent key milestones in the European finance sector.

Finally, from the collected papers emerged that the transition to digital technologies and procedures is closely linked to the green transition and requires the continuous development of skills and qualifications for employees. In this respect, the analysis of the collected practices points in the direction of the so-called “*twin transitions*”¹². Moreover, the importance of supporting employees in updating competences and acquiring new skills throughout quality training, adopting flexibility and adapting to the changing needs of the green economy emerges as a topic of central importance to the actors involved in the mapped initiatives.

The above in perfect accordance with what was stated by Ursula von der Leyen in her famous speech on March 7, 2020: *‘Leading the twin transition in this changing world is the driving force of this Commission. This is our generational task and opportunity. And it is why, since day one, we have been determined to move fast to build a fair and prosperous, green and digital Europe that will last for our children’*.



¹² <https://www.weforum.org/agenda/2022/10/twin-transition-playbook-3-phases-to-accelerate-sustainable-digitization/>

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APPENDIX 1

THE GOOD PRACTICE SUMMARY FORM



GOOD PRACTICE SUMMARY FORM*

***ONE FOR EACH COLLECTED DOCUMENT**

DOCUMENT'S TITLE:

COUNTRY:

Others to specify)

COMPANY:

SECTOR: (1. Finance 2.

DOCUMENT'S DATE:

TYPE OF DOCUMENT:

1. National law
2. Unilateral company or association system
3. European Federation agreement or statement
4. EWC agreement or statement
5. National Sector collective agreement
6. Company collective agreement
7. Social dialogue good practice
8. Others (to specify)

CONTENT (KEY ELEMENTS)

- -----
- -----
- -----
- -----
- -----

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RELATED TEXTS/DOCUMENTS/AGREEMENTS (If the document/agreement described above is resulting from a national law or a European Directive, a previous agreement, the Collective national agreement, etc. please specify, add a small description and, if possible, add the file or the link to the document.). YOU DO NOT NEED TO TRANSLATE INTO ENGLISH THE RELATED DOCUMENT.

COMMENTS/ CONTEXT INFORMATIONS/RESULTS AND IMPACT OF THE ABOVE DESCRIBED SYSTEM (AGREEMENT)



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APPENDIX 2

THE SWOT ANALYSIS



SWOT ANALYSIS

Evaluate critically the laws, collective agreements and good practices you have collected. Highlight the innovative and positive aspects and the opportunities but also the weaknesses and threats of each document using the **SWOT analysis** methodology.

Thank you!

NAME

ORGANIZATION/TRADE UNION

COMPANY

COUNTRY.....



SWOT ANALYSIS – DOCUMENT N.1 (NAME/TITLE)

TYPE OF DOCUMENT (collective agreement/law/good practice)

COMPANY/COUNTRY

DATE.....

Point out and summarize the document's **strengths** (positive and innovative aspects - steps forward with respect to the previous situation) and **weaknesses** (negative aspects and improvement areas), the **opportunities** (the possible positive future developments) and **threats** (external/internal factors that could put in danger the situation in the future).

<h3>Strengths</h3> <ul style="list-style-type: none">..............................	<h3>Weaknesses</h3> <ul style="list-style-type: none">..............................
<h3>Opportunities</h3> <ul style="list-style-type: none">..............................	<h3>Threats</h3> <ul style="list-style-type: none">..............................

