

Just Transition Learning Lab

The Just Transition Learning Lab

BSR has developed a **learning lab to bring companies together** for peer learning on addressing the just transition **across different departments**, and to learn how others are approaching the just transition across their companies.

Objective

- Socialize the topic of just transition with colleagues across functions and facilitating function-specific peer learning
- Understand how advancing a just transition touches on different functions across companies and how to integrate the siloes
- Facilitate discussions and peer learning on how others are approaching the interconnected issue of just transition
- Bring together different functions to knowledge share on how they are approaching the just transition in their work
- Use futures exercises and trends to reflect on how the net zero transition might impact companies, their workers, and their value chains, and what this means for just transition integration across the company



Focus areas / key questions

- What are the key just transition challenges and opportunities that each department sees – now and in the future? What does just transition require of different departments?
- What functions/departments are involved and how are the overlaps approached?
- Who has ownership of the just transition and how is governance of the just transition structured?
- How is just transition integrated into decision-making and planning?
- How is the company approaching ensuring a just transition for workers, suppliers and other stakeholders?

The Just Transition Learning Lab

Workshop 1



Sustainability: Climate & Human Rights

The first workshop would focus on:

- 1) How companies are approaching the just transition, the challenges they see, who they have engaged, and what they see needs to happen to integrate just transition across their companies; and
- 2) How and where the just transition ties to their climate and human rights work and where it intersects, and how companies are working with the overlaps and structure governance.

Workshop 2



Procurement / Supply Chain

This workshop would facilitate learning across procurement/ supply chain teams on how they are addressing the just transition in procurement, including the integration of social and environmental issues in relation to supplier requirements, incentives, and capability building.

Workshop 3



Human Resources

This workshop would focus on actions to understand impacts of climate strategies and transitions on workers in the company and value chain, and how these impacts are interconnected, as well as how to prepare workers and the company for a net zero economy.

Workshop 4



Strategy/Finance

This workshop would bring together representatives from the Strategy/Finance teams for peer learning on the integration of just transition in corporate strategy and future-proofing the company. Futures exercises will facilitate discussion of how the transition might impact companies and how to respond.

Workshops

Group

1 person working on climate strategy and 1 person working on human rights minimum per company

2 hour workshop

1-2 procurement / supply chain colleagues per company

2 hour workshop

1-2 human resources colleagues per company

2 hour workshop

1-2 colleagues working on strategy / business development per company

2 hour workshop

Option: Single Company Engagement | Bringing it all together

The last suggested engagements would be to bring everything back to your individual companies by bringing together the different functions engaged in a workshop, and training for senior leadership or the board.

Single-Company Workshop

Following the function-specific workshops, a **single-company workshop** will bring together the functions that have been engaged across the workshops to identify just transition challenges and opportunities across the company, and to work out next steps for just transition integration.

Objectives:

- Aligning internally on where and how just transition relates to different functions across your company
- Discussing and early exploration of key just transition issues for your company
- Determining a strategy for just transition integration including governance and responsibility, roles, and next steps
- Building a framework for developing your own just transition plan

Team commitment: 5-8 colleagues that participated in the workshops; 2 hours



Senior Leaders / Board Representatives Training

The last element of the learning lab would be an executive or board 15-minute training on the just transition, why it is important to integrate siloes and address the just transition throughout the company and supply chain, and how this helps prepare the company for the future. It would also be an opportunity to present outcomes from the internal workshop. This could be delivered by the CSO or BSR.

Cost of Participation

	Non-Member Rate US\$	Member Rate US\$
Just Transition Learning Lab Workshops (virtual)	\$15,000	\$10,000
Total	\$15,000	\$10,000
Options:		
Single Company Workshop (virtual)	\$11,250	\$7,500
Senior leadership / board training* (virtual)	\$7,500	\$5,000

- The cost assumes that BSR can convene minimum 5 companies for the Just Transition Learning Lab.
- Budget estimates are based on the scope as written; and can be refined during final scoping.
- Membership Rates assume BSR membership agreement signed prior to project contract execution. Annual [BSR membership rates](#) are based on annual revenue. Annual Membership dues are noted to indicate total costs; but invoiced separately.
- BSR members receive a 33% discount on standard project rates.
- BSR members can apply their Member Engagement Option (MEO) as a credit toward this learning lab. Credit is calculated based on Membership Dues:

Member Dues	Credit
Dues between 15K-19K	US\$5,000
Dues between 20K-29K	US\$7,500
Dues 30K and above	US\$10,000

*Costs can be finalized prior to project agreement. Major variables include number and seniority of BSR staff, virtual vs. in-person session, level of depth on company content. Reimbursable expenses for related travel and associated staff time are not included in this amount and will be billed separately if relevant.

Timing

BSR is planning two different rounds of the Just Transition Learning Lab, pending interest, starting at the below times*:

#1

Start in October 2024:

Workshop 1
Sustainability:
Climate & Human Rights

October 15th
9-11am ET / 3-5pm CET

Workshop 2
Procurement and
Supply Chain

October 29th
9-11am ET / 3-5pm CET

Workshop 3
Human Resources

November 12th
9-11am ET / 3-5pm CET

Workshop 4
Strategy / Finance

November 26th
9-11am ET / 3-5pm CET

#2

Start in January 2025:

Workshop 1
Sustainability:
Climate & Human Rights

January 14th
9-11am ET / 3-5pm CET

Workshop 2
Procurement and
Supply Chain

January 28th
9-11am ET / 3-5pm CET

Workshop 3
Human Resources

February 11th
9-11am ET / 3-5pm CET

Workshop 4
Strategy / Finance

February 25th
9-11am ET / 3-5pm CET

How BSR Works on the Just Transition

BSR Works on Climate Justice and Just Transition

Consulting Work with Companies

- BSR advises its members on **climate justice and the just transition**:
 - With a mining company, we assessed their **maturity against just transition indicators** and created a tool to **assess risks and opportunities across their assets**.
 - With consumer goods companies, we **mapped issues of climate injustice across the value chain** and developed strategic frameworks to **integrate climate justice into climate transition plans**.
 - With a telecommunications company, we developed an **integrated climate justice strategy**, building climate resilience and equity among underserved communities.

Collaboration

- BSR's [Transform to Net Zero \(TONZ\)](#), a cross-sector initiative to accelerate the transition to a net-zero global economy, focuses on the **authentic [integration of climate justice](#)** across the group's activities.

- BSR is working with energy, mining, and utilities companies to design a collaboration, [Energy for a Just Transition](#), to **plan for** and promote **practical implementation of the just transition**.

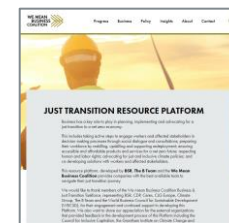
- BSR co-developed the [Just Transition Resource Platform](#) alongside We Mean Business and The B Team, providing companies with the best available tools to navigate their just transition journey.

- The Energy for a Just Transition published a [Toolkit to Drive Social Dialogue and Stakeholder Engagement Toward a Just, Equitable, and Inclusive Transition](#) and BSR colleagues analyze the just transition [across different sectors](#).

- BSR released [Co-creating Climate Justice Interventions Between Business and Communities](#), including 10 principles to guide business on how to navigate relationships with communities to collaboratively identify and implement interventions.

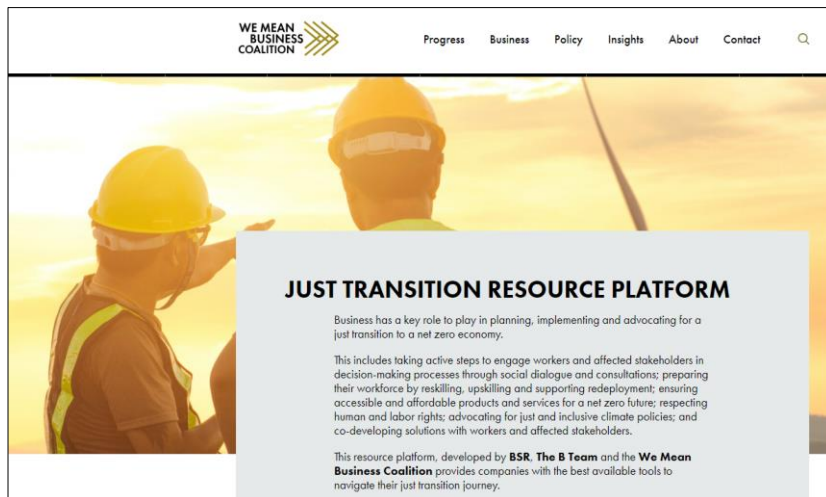
- BSR frequently produces thought leadership on [climate justice](#), [the just transition](#), and [foundational research on the intersection of climate change and people](#).

Research and Thought Leadership



The Just Transition Resource Platform

This year, BSR, the B Team and the We Mean Business Coalition developed the [Just Transition Resource Platform](#). The Platform provides a step-by-step approach support businesses in advancing a just transition, and compiles resources, frameworks, and recommendations from leading organizations on how to do so.



3. DEVELOP A PLAN FOR ADDRESSING THE JUST TRANSITION

A time-bound plan with interim milestones can help ensure your company implements its approach to drive structural change.

A **Integrate learnings from social dialogue and stakeholder engagement:** This will ensure your company strategy and plan for addressing the just transition are well informed by insights gleaned from stakeholders engaged in social dialogue and stakeholder engagement.

B **Determine priority issues:** Based on the mapping of impacts, risks and opportunities, determine priority issues to address. Prioritize geographies, assets, and/or affected people and communities that are facing the highest transition risks. This may include expected changes in skill demand, job dislocation or shifts, or new practices and resource needs because of decarbonization efforts.

Conducting human rights due diligence can help your company to identify, prevent, and mitigate potential adverse human rights impacts related to your transition plan. Communicate your plan to your employees and with external stakeholders to gather further feedback and ensure buy-in before setting it in motion.

RESOURCES



- Climate Action 100+, [A Need For Robust Just Transition Planning](#)
- World Benchmarking Alliance, [Just Transition Methodology](#)
- European Commission, [Toolkit: Design of Governance Structures and Stakeholder Engagement Processes for Coal Regions in Transition](#)

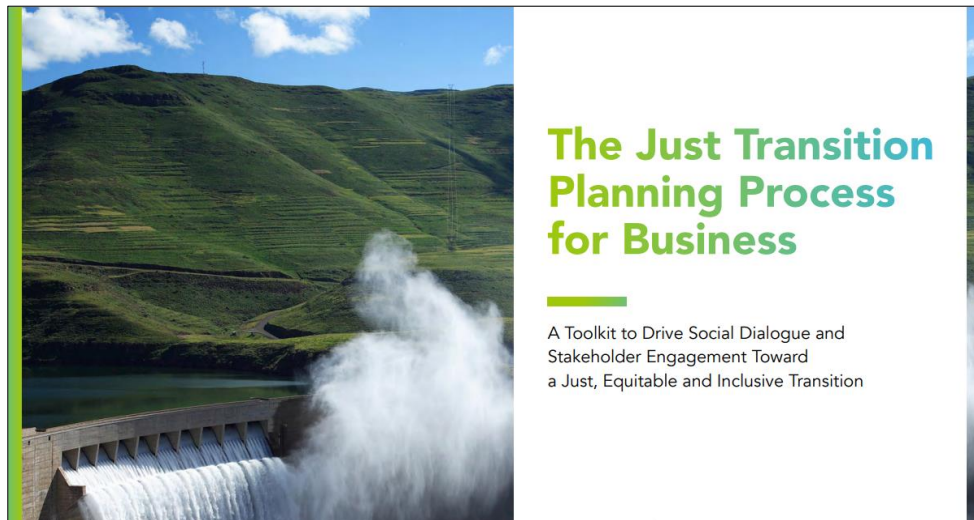
The Just Transition Planning Toolkit

The process of navigating just transition challenges and opportunities is complex. The [BSR Just Transition Planning Toolkit](#) guidance offers practical steps to help companies formulate a just transition plan, including practical steps and tools for designing and implementing a just, equitable and inclusive approach to net zero.

How to use this report

This report provides a 5-step process for developing a robust just transition plan, including:

-  Worksheets to fill in, that can further inform knowledge gathering, discussions and approaches.
-  Reference documents that provide high-level recommended actions as well as supporting resources and tools.



Case Study: Developing an Approach to the Just Transition

The Challenge

Given its role in the energy transition and with mounting attention to the just transition from stakeholders, including investors and regulators, the company sought support in advancing a group-wide approach to the just transition.



Our Strategy



- BSR assessed the company's maturity level related to the just transition and benchmarked it against four peers.
- Mapped stakeholders dedicated to the just transition and provided recommendations on engagement.
- Designed a self-assessment tool for the company to assess its mining assets, projects and initiatives for just transition-related risks and opportunities.
- Developed a set of guiding principles and clear recommendations for the executive committee on how to advance the just transition at the company and a BSR12-18-month roadmap.

Our Impact



- The company gained an understanding of how it is performing on the just transition across a set of parameters and criteria, and in comparison to peers.
- Gathered intel from a high-level stakeholder engagement exercise to understand their expectations of energy and extractive companies on the just transition.
- A tool the company can use to assess its just transition maturity, risks, and opportunities across assets and initiatives to help prioritize action.
- An informed set of principles and a roadmap with recommendations for internal advancement of the just transition.

Lesson Learned



- Assessing internal maturity efforts helps build awareness of what currently exists and where there are gaps and short- and long-term opportunities. Benchmarking peers and external stakeholder engagement provide additional insights.
- Establishing a governance structure is essential for building internal buy-in, leadership support, and understanding of the just transition. It can help to define the company's ambition on the just transition and ensure adoption of recommendations.
- A user-friendly self-assessment tool can help build awareness among global operations and teams as well as identify priorities.



Thank You

BSR® is a sustainable business network and consultancy focused on creating a world in which all people can thrive on a healthy planet. With offices in Asia, Europe, and North America, BSR provides its 300+ member companies with insight, advice, and collaborative initiatives to help them see a changing world more clearly, create long-term value, and scale impact.

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