

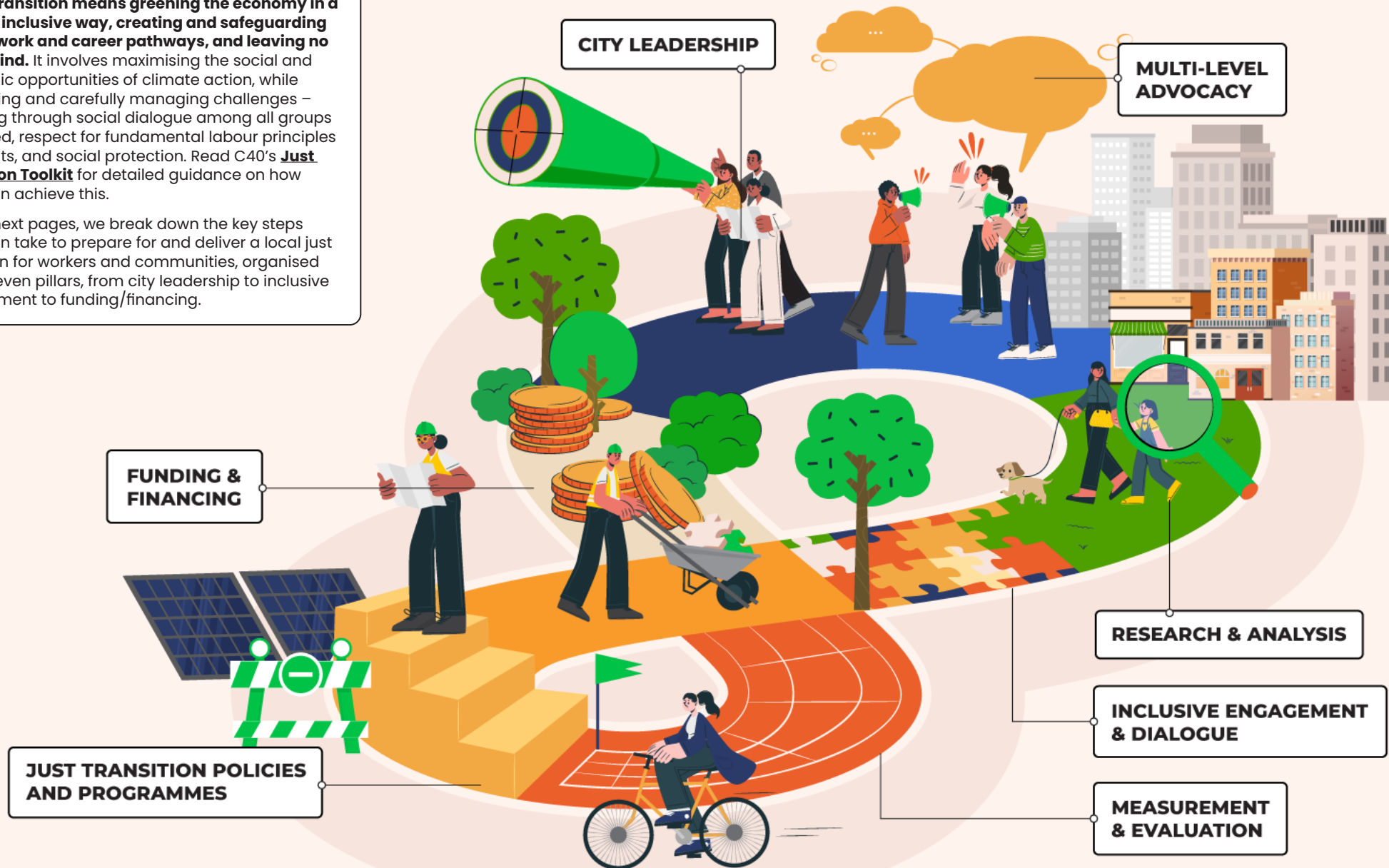
# URBAN JUST TRANSITION PATHWAYS

## Key Steps For City-Led Just Transition and Good Green Jobs

C4O  
CITIES

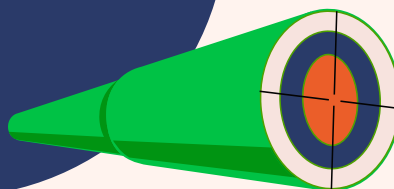
**A Just Transition means greening the economy in a fair and inclusive way, creating and safeguarding decent work and career pathways, and leaving no one behind.** It involves maximising the social and economic opportunities of climate action, while minimising and carefully managing challenges – including through social dialogue among all groups impacted, respect for fundamental labour principles and rights, and social protection. Read C4O's **Just Transition Toolkit** for detailed guidance on how cities can achieve this.

On the next pages, we break down the key steps cities can take to prepare for and deliver a local just transition for workers and communities, organised under seven pillars, from city leadership to inclusive engagement to funding/financing.



Click on the Just Transition pillar names to find out more about specific actions and examples

# BOLD AND COMMITTED CITY LEADERSHIP



Actions that apply a city's political leadership and commitment to deliver a green and just transition for people and the planet, setting policy direction and inspiring others. City leadership and political will are a necessary ingredient to accelerate a just transition locally, and secure support and commitment across all stakeholders.

## How?

**Set a vision and targets for a green and just transition and good green jobs delivery in city strategies and plans**

### ● What C40 cities are doing

**Rio de Janeiro**, in its Climate Action Plan, has set a target of making 40% of all jobs green and good quality by 2030, while **LA**, through its Green New Deal, aims to create 400,000 green jobs by 2050.

**Communicate transparently about good green jobs & just transition initiatives and data towards the public, key stakeholders, unions, and impacted communities for accountability and building support** (see also pillar 3 and 6)

### ● What C40 cities are doing

The Open Government and Economic Development teams in **Buenos Aires** share information about the city's green jobs and their sectoral and socio-demographic distribution through an easy-to-navigate public green jobs indicator platform.

## How?

**Align city budgets with just transition delivery goals and targets**

### ● What C40 cities are doing

**London** utilises a £306 million Adult Education Budget to prepare workers for the green transition and help the unemployed and low-wage workers access training and jobs.

**Break departmental silos through cross-departmental collaboration to deliver against common goals** (e.g. set up cross-sector working groups; create dedicated roles/ team in city government) **and strengthen collaboration with key external stakeholders** (e.g. unions)

### ● What C40 cities are doing

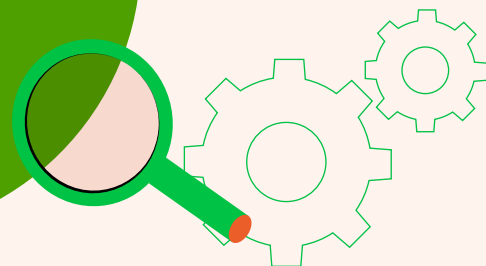
Guided by the city's Green New Deal, **Boston** has created a Cabinet for Worker Empowerment to improve working conditions and access to quality jobs and training for Bostonians in both the public and private sectors by breaking departmental siloes.

**The definition of green jobs can vary across sectors and among regions and cities, and it is continuously evolving. In this document, we adopt C40's definition of good green jobs as:**

"New green jobs or existing jobs transformed into green ones sustained by transformative climate action. Good green jobs are good quality jobs for sustainable economies aiming to provide living wages and safe and stable working conditions, that enhance people's health and well-being, preserve or restore the environment, and help limit greenhouse gas emissions. Good green jobs occur across a range of urban sectors, including construction, transport, energy, resiliency, health care and more."



# ECONOMIC LANDSCAPE SURVEY AND NEEDS ASSESSMENT



Actions by cities to understand opportunities and challenges posed by the specific context of the city. Through quantitative and qualitative analysis, cities can more successfully design and deliver tailored climate action & good green jobs programmes addressing their specific equity and climate needs.

## How?

**Carry out assessments of job potential or impacts of individual climate actions, both at the national level to situate the city's actions in the broader context and at the city level specifically**

(see also Pillar 6)

### ● What C40 cities are doing

C40 has carried out national green jobs analyses in **Italy, US, and South Africa**, accompanied by local analyses in a range of cities including **Milan, Houston, Johannesburg, Bogotá, Phoenix**, and **Rio de Janeiro**.

**Carry out socio-economic benefits assessments/risk assessments (e.g. health, air quality, affordability) to understand broader impacts of city actions and their distribution**

### ● What C40 cities are doing

C40 has assessed the local health impacts of coal pollution and the jobs benefits of cleaning the grid in multiple cities across all C40 regions.

## How?

**Carry out workforce equity assessments (assessing distribution of jobs and their quality, as well as existing barriers for particular groups to access green jobs)**

### ● What C40 cities are doing

A growing number of C40 cities, including **Milan, Bogotá** and **Durban** have carried out Workforce Equity Assessments to assess the current and future distribution of all jobs and green ones, and design policies for equitable access to green jobs.

**Engage workers and unions to understand the existing and future workforce's needs**

(see also Pillar 3)

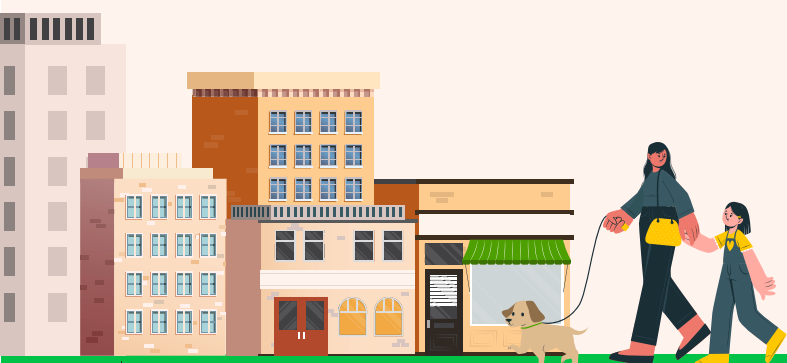
### ● What C40 cities are doing

The City of **Los Angeles** and LA County jointly organised engagement sessions with oil workers, resulting in 'Worker Profiles' that help understand the relationship between existing and 'green' skills and workers' interests and needs.

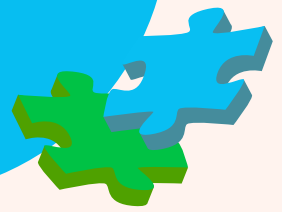
**Carry out analyses of existing jobs and skills across sectors in relation to necessary skills for the transition including gaps for workers** (see also Pillar 6)

### ● What C40 cities are doing

**Rio de Janeiro** has been measuring green jobs created in the city since 2008, updating indicators each year across key sectors of the city.



# DIVERSE AND INCLUSIVE STAKEHOLDER ENGAGEMENT IN THE JUST TRANSITION



To build trust, address potential harm, and secure support and leadership of diverse stakeholders, cities must ensure climate action & good green jobs programmes are inclusive and equitable. Engagement practices must meet the principle of “**nothing about us without us**” and ensure accessibility, transparency, diversity in audience and approaches, timely and meaningful involvement, etc.

## How?

**Foster social dialogue with all key stakeholders and engage workers, unions and impacted groups in decision-making processes**

### ● What C40 cities are doing

The Just Transition Taskforce in **Los Angeles** brought together unions, workforce development experts, environmental justice leaders, the oil industry, Tribal Nations, and others, to develop recommendations for meeting the needs of impacted workers and communities throughout the oil extraction phase-out.

**Establish inclusive governance mechanisms that allow representation of and regular input on policy development from all stakeholders, particularly unions** (e.g. Task Force, Commission, Coalition, Oversight Board, etc)

### ● What C40 cities are doing

**Ekurhuleni** has set up a Local Just Transition Forum as a platform for multi-stakeholder dialogue on just transition planning, with the aim of feeding into provincial and national just transition dialogues to meet local needs.

## How?

**Engage marginalised and informal workers**

### ● What C40 cities are doing

**Bangalore** has conducted an assessment of stakeholders and their levels of vulnerability and power in the solid waste management sector to understand how the difference in equity of power can be balanced through engagement.

**Run consultation processes with a wide range of stakeholders, from unions to the general public to design good policies and strategies for residents**

### ● What C40 cities are doing

With C40 support, opinion polling was conducted in **Italy, South Africa**, and the **US** to gauge the public's attitudes towards green jobs and support for local job-creating climate action projects.



# LOCAL, NATIONAL, REGIONAL, AND INTERNATIONAL ADVOCACY



Through advocacy, cities can secure and amplify the political, financial, and operational support for good green jobs programmes. They can advance ambitious just transition plans by fostering dialogue and coalition-building with diverse stakeholders and exerting influence on policy, budgetary and political decision-making at local, national, regional and international levels.

## How?

**Sign up to public declarations, pledges and calls to action to show political commitment**

(see also Pillar 1)

### ● What C40 cities are doing

**36 C40 cities** announced their commitment to create 50 million green jobs by 2030 at the 2022 C40 World Mayors Summit, signalling political leadership on accelerating a just transition and improving livelihoods for their residents in the process.

**Convene and collaborate with relevant actors (at the local, regional, national and international level), including unions and civil society, to mobilise support and influence decision-makers**

### ● What C40 cities are doing

**International level** > In the lead up to COP26, C40 and **Glasgow** hosted the first meeting ever between **mayors and the global union movement** on the need for bold climate action and a just transition, launching a powerful call to action to place just transition, equity and cities at the heart of climate negotiations.

**Regional level** > In 2023, the **Vancouver** Economic Commission hosted a roundtable on green jobs with educators, youth, and industry representatives to inform the provincial curriculum and framework for environmental learning and experience.

## How?

**Put pressure on regional/national governments and international institutions to increase ambition for joined up climate action and green jobs/skills programmes and policies, and to unlock investments** (see also Pillar 7)

### ● What C40 cities are doing

**National level** > **South African C40 cities** have worked together with the national government to secure city representation on the Presidential Climate Commission and have cities reflected in the national just transition policy.

**Through peer-to-peer knowledge exchange, influence other cities to adopt and implement similar successful initiatives advancing good green jobs and just transition**

### ● What C40 cities are doing

**National level** > As a result of a knowledge sharing session delivered by **Johannesburg** to other South African C40 cities, building on the city's successful green jobs training in green building policy, **Tshwane** and **Cape Town** have delivered similar trainings to their city teams.

**Cities' actions can help inform national government strategies and provide fertile ground for multi-scalar governance and collaboration.**





# ADOPTING JUST TRANSITION, SKILLS AND TRAINING INITIATIVES



Actions by cities to ensure just transition implementation measures leave no one behind, integrating active labour market policies & social protection measures. Design of all just transition initiatives must benefit from the input of key stakeholders, such as unions, and recognise and address intersecting forms of inequality and disadvantage, meeting the needs of diverse groups, prioritising those that have been underrepresented and marginalised.

## How?

**Improve access for underrepresented groups to training and employment opportunities**

### ● What C40 cities are doing

The **'Youth for Energy Transition'** program in **Durban** aims to train ~ 6,000 unemployed youth, women, and people with disabilities in the renewable energy industry, focusing on the Solar PV supply chain and installer development.

## How?

**Ensure green jobs are good quality (decent working conditions, occupational health mechanisms, job security, decent pay, etc.), including for informal workers**

### ● What C40 cities are doing

**Accra, Dar es Salaam, Rio and São Paulo**, among other cities, are introducing policies and working with recycling companies and cooperatives to improve working conditions, job security and remuneration for informal waste workers.

**Offer skills programmes (education programmes, apprenticeships) and skills and jobs matching services**

### ● What C40 cities are doing

**London's Green Skills Academy**, launched in 2022, aims to provide training for 3,700 learners and employment for 3,000 Londoners in green areas, including retrofit, green spaces, solar and renewable energy, electric vehicles, and low carbon transport.

**Collaborate with education and workforce development organisations to (re)design policies tailored to labour market demand in green skills**

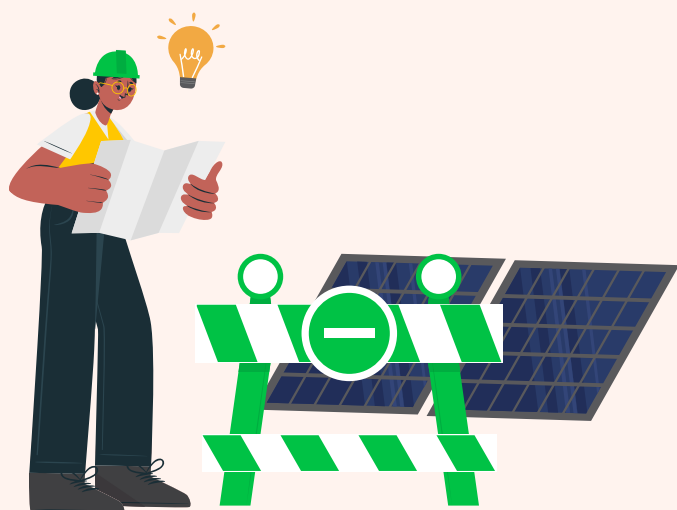
### ● What C40 cities are doing

As part of its food security programme, **Quezon City** partnered with Quezon City University and the national Technical Education and Skills Development Authority to expand tailored educational opportunities on urban agriculture.

**Collaborate with unions and businesses to boost green jobs, offer skills training and improve equity in hiring**

### ● What C40 cities are doing

**Melbourne** has created a Resilient Zero-Carbon Industry Cluster to create green jobs in partnership with start-ups, businesses and universities in the clean energy sector.



# ADOPTING JUST TRANSITION, SKILLS AND TRAINING INITIATIVES



## How?

**Support and regulate businesses through tax incentives/credits to create more green jobs, train and hire dislocated workers, wage subsidies, etc. and incorporate just transition planning in their corporate strategies**

### ● What C40 cities are doing

As part of its Green Employment Scheme, **Hong Kong** has launched a [Graduates Subsidy Programme](#) to subsidise enterprises to employ about 300 graduates in environmental fields.

**Use public procurement to encourage private sector investment in green sectors and the creation of good quality, accessible green jobs**

### ● What C40 cities are doing

The City of **Portland** adopted a [Community Workforce Agreement](#) for a project centered on clean energy upgrades for homeowners designed to support and grow green businesses and businesses owned by historically disadvantaged groups.

**Offer social and counselling services to ensure that people do not only access these green jobs, but are supported to retain the jobs**

### ● What C40 cities are doing

In their [La Rolita](#) project, **Bogotá** has employed a psychotherapist to support e-bus drivers, especially women, in their new employment, to ensure their wellbeing in both work and home environments, with the aim to increase job retention.

## How?

**Offer unemployment protection and income support for impacted workers** (e.g. social insurance, guaranteed income, early retirement arrangements) **meeting global gaps in unemployment protection, especially for informal workers**

### ● What C40 cities are doing

**Accra** has launched a social pilot initiative providing access to improved healthcare and life insurance for 209 informal workers for a one-year period, as a way of building (socio-) economic resilience for them.

**Increase good green job offering in the public sector through public employment programmes**

### ● What C40 cities are doing

In collaboration with the city's [Làbora](#) programme, **Barcelona** trained individuals experiencing long-term unemployment and difficulties accessing the job market to become [energy advisors](#) to residents, thereby simultaneously addressing energy poverty.

**Subsidise costs associated with training and taking up employment**

### ● What C40 cities are doing

As part of the **Salvador** Solar program, the "Train to Employ" project offers free training courses for Photovoltaic Systems Assemblers and Sellers, in partnership with a local company offering training and consultancy in engineering.

# MEASURABLE GOALS, MILESTONES AND TRACKING MECHANISMS



Actions to build the city's technical infrastructure for monitoring progress and evaluating impact of just transition and good green jobs programmes. A data-based approach allows cities to make a stronger economic and social case for climate action, as well as understand how green jobs are evolving over sectors and time to be able to continue to implement tailored actions.

## How?

**Establish achievable goals and targets aligned with the agreed vision** (see Pillar 1) **and identify key performance indicators (KPIs) to measure/track progress**

### ● What C40 cities are doing

**New York's** Green Economy Action Plan commits to 63 actions through 2030 to support the equitable growth of the green economy, 400,000 green jobs by 2040, and 21 "focus occupations" the city is supporting diverse talent pipelines for.

**Develop/adopt and apply a methodology to forecast the green jobs potential of a climate action plan or specific climate actions. Include an analysis on expected job distribution to monitor negative impact - in terms of job access - on more vulnerable groups** (see Pillar 2)

### ● What C40 cities are doing

**Rio de Janeiro, Bogotá, Phoenix,** and other cities have looked at the job creation potential of their Climate Action Plans by 2030, examining the sectors driving the largest job creation and the distribution of these jobs across population groups.

## How?

**Develop, adopt and apply a replicable methodology to measure existing green jobs across sectors and track progress over the years**

### ● What C40 cities are doing

Since 2010, the City of **Vancouver** has conducted an analysis on existing green jobs in the city and has since completed a green jobs count every 5 years, across different sectors.

**Introduce tracking mechanisms to measure the impact of just transition initiatives, with particular attention to equity and inclusion benefits**

### ● What C40 cities are doing

**Rio de Janeiro** is evaluating the impact of its Recicla Comunidade program, focusing on the collectors' profiles and working conditions, as well as environmental and health impacts.

**Complement the measurement of green jobs with job quality indicators to safeguard frontline and vulnerable groups from negative impacts of the transition**

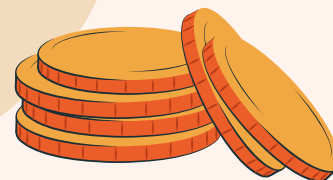
### ● What C40 cities are doing

**Bogotá** tracks key indicators for decent employment, based on the ILO's ten indicators (adequate earnings, informality, work life balance, stability, etc) across years, and plans to apply the methodology to green jobs specifically.





# SECURING FINANCING AND FUNDING STREAMS FOR JUST TRANSITION



Actions that relate to the city's efforts to unlock (sustainable) local, national, and international financial support/investments for climate action & good green jobs programmes. City budgets are often insufficient to be able to meet the magnitude of local just transition needs on their own, requiring cities to secure additional private and public funding and financing.

## How?

**Use innovative funding sources at the city level, such as taxes and levies, for inclusive climate action and ringfencing funds for just transition initiatives**

### ● What C40 cities are doing

In 2020, **Seattle** introduced the JumpStart Payroll Tax to help fund equitable development in underserved communities as part of its Green New Deal, and has invested \$20 million from the tax revenue to fund just transition initiatives.

**Embed green job creation and training provision into project preparation and funding/financing proposals, including the benefits of green vs. non-green job creation**

### ● What C40 cities are doing

The Carioca Solarium project in **Rio de Janeiro** included a job creation and gender equity component from the start to ensure that the newly constructed solar farm maximises the creation of good, green jobs with equitable access for women.

**Partner with diverse actors, including unions, civil society and the private sector to secure equitable and sustainable financing**

### ● What C40 cities are doing

In a public-private partnership with Jones Lang LaSalle (JLL), **New York's** Proptech Piloting programme supports proptech startups to scale efforts to decarbonise the built environment, improving the quality of life for underserved communities and creating good green jobs.

## How?

**Apply for grants from governmental bodies, philanthropies, non-profit institutions at the national and international level for skills training and green job creation**

### ● What C40 cities are doing

**Nairobi** received funding from the Mayors Migration Council's Global Cities Fund for Migrants and Refugees (GCF) to set up a centre for employment and entrepreneurship opportunities for youth, migrants, refugees and internally displaced individuals.

**Advocate for good green job creation/just transition mechanisms/workforce development to be embedded into investment products and multilateral finance**

### ● What C40 cities are doing

C40's Co-Chairs, **Mayor of Freetown** and **Mayor of London**, called upon national governments ahead of COP28 for investment to deliver a just transition, with at least 40% of public climate investments to be directed towards the underserved and most impacted communities.





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