



Paper 3/7: Revised communications plan

For agreement

1. Purpose

1.1 This paper sets out a revised communications plan for discussion and agreement by Commissioners.

2. Background

2.1 At the second meeting a draft communications plan was considered by the Commission. There was broad agreement on the content of the plan, but it was requested it be trimmed down. A PowerPoint slide deck has also been created as requested for use by Commissioners attending events and is included in the Annex.

3. Recommendation

3.1 Commissioners are invited to agree the revised communications plan, subject to any amendments.



Just Transition Commission – Revised Communications Plan

Content

Objectives	3
Key messages.....	3
Communications activity summary	4
Annex A – Just Transition Commission Commissioner Brief.....	5
Annex B – The Just Transition Commission’s Twitter account.....	12
Annex C – Commission slide pack.....	15



Objectives

1. Engage with the general public / stakeholders.
2. Be responsive to interest from general public / stakeholders.
3. Showcase opportunities a just transition would bring to Scotland.
4. Raise awareness about the Commission's work.
5. Educate and raise awareness around the concept of "just transition".

Key messages

- The Just Transition Commission has been tasked with providing Scottish Ministers with advice on how to shift to a carbon-neutral economy that is fair for all.
- The Commission will provide the Scottish Government with practical advice on how to maximise the opportunities and manage the challenges of decarbonisation in relation to fair work, tackling inequalities and poverty; and delivering a sustainable and inclusive labour market.
- A just transition is about both boosting job creation through new sustainable industries, as well as mitigating the negative impacts on employment that may arise from decarbonisation.
- A key principle of just transition is that no-one gets left behind as the employment landscape shifts. The Just Transition Commission will explore this, and advise on continuing the transition in a way that is fair for all.
- Scotland's Just Transition Commission provides an opportunity to highlight and build on the synergies between meeting climate change targets, delivering sustainable economic growth and supporting fair and inclusive employment.
- Dialogue and engagement will be crucial to this work, and the views of workers and communities are vital to the Commission. It will move around the country to hear views of those likely to be affected by the transition.
- The Just Transition Commission will seek to engage with stakeholders in a variety of ways, ranging from town-hall events, workshops, seminars and through social media conversations.

Communications activity summary

The following table provides an overview of how communication channels may be used to achieve the objectives described above.

Strategy/Objective	Main message	Activities	Channel	Frequency
Interaction / engagement with Just Transition Commission meetings	The Just Transition Commission will meet approximately 10 times in 2 years; it will provide advice to Scottish Ministers on how to move to a carbon-neutral economy that is fair for all.	<ul style="list-style-type: none"> • Invite key stakeholders to the meetings, to share their opinions and expertise. • Share with Twitter and web users information about the meetings. 	<ul style="list-style-type: none"> • Commission meetings • Twitter • Web Page 	Before, during and after the Commission meetings.
Generate interactive engagement with general public and stakeholders	Dialogue and meaningful engagement with workers, communities, business, stakeholders and general public is crucial to the Commission's work.	<ul style="list-style-type: none"> • Organise stakeholder events (estimated to be 4 events in the Commission's first year) to generate dialogue to inform the work plan. • Invite Twitter (and email) users to: <ul style="list-style-type: none"> ○ send comments and questions to the Commission; and ○ be part of Twitter conversations on topics of interest for a just transition. 	<ul style="list-style-type: none"> • Stakeholder events / meetings / workshops / seminars • Twitter • Email 	Continuous activity – Peak activity when meetings / stakeholder events are held.
<p>Cross-cutting meetings and engagement comms activity</p> <ul style="list-style-type: none"> • Ongoing interaction with general public and stakeholders through: <ul style="list-style-type: none"> ○ Commission meetings and events with stakeholders (see work plan for detail of planned meetings, and possible events); and ○ Twitter, email activity and other online tools, interaction and conversations. 				

Strategy/Objective	Main message	Activities	Channel	Frequency
Raise awareness about the Scotland's Commission / Showcase opportunities for Scotland	The Commission will have two years to provide Scottish Ministers with practical recommendations.	<ul style="list-style-type: none"> • Share news / facts about how a just transition will benefit Scotland's society and economy. • Ongoing Twitter activity to raise awareness about the Commission's work. • Share links to the Commission's web page. 	<ul style="list-style-type: none"> • Twitter • Web Page • Commissioners' blogs / personal channels 	Continuous activity
Educate and raise awareness around a just transition	<ul style="list-style-type: none"> • A just transition is about boosting job creation and economic opportunities while shifting to a carbon-neutral economy. • The idea of a carbon-neutral economy that benefits everyone in our society, was recognised at COP24, last year, and is part of the Paris Agreement. 	<ul style="list-style-type: none"> • Ongoing Twitter activity, referring to relevant news / research on, for example: <ul style="list-style-type: none"> ○ Just Transition Silesia Declaration; ○ Paris Agreement; ○ Just transition concepts and principles; ○ OECD reports and examples; and ○ Other countries experiences / case studies. 	<ul style="list-style-type: none"> • Twitter • Commissioners' blogs / personal channels • Email 	Continuous activity
<p>Cross-cutting education / raise awareness comms activity</p> <ul style="list-style-type: none"> • Design infographics and information sheets to raise awareness / inform more effectively. • Retweet / like / engage with commissioners posts on Twitter, to increase interactions (see Annex B). • Retweet / like / engage with general public and stakeholders posts on Twitter, to increase interactions (see Annex B). 				



Annex A – Just Transition Commission Commissioner Brief

Just Transition Principles

- “Just Transition” refers to moving to a carbon-neutral economy in a way that is fair for all.
- The UN Paris Climate agreement calls for climate action that takes into account the imperatives of a just transition of the workforce and the creation of decent work and quality jobs.
- Working towards and achieving a ‘just transition’ can unify social and economic concerns with climate progress.
- The transition to a carbon neutral economy needs careful management, and a ‘Just Transition’ is an approach to ensure that the required transition is environmentally effective, economically efficient and socially inclusive.

Scotland’s Just Transition Commission

- The purpose of Scotland’s Just Transition Commission is to advise Scottish Ministers on how to apply the principles of Just Transition to Scotland. The principles are:
 - Plan, invest and implement a transition to environmentally and socially sustainable jobs, sectors and economies;
 - Create opportunities to develop resource efficient and sustainable economic approaches, which help address inequality and poverty;
 - Design and deliver low carbon investment and infrastructure, and make all possible efforts to create decent, fair and high value work, in a way which does not negatively affect the current workforce and overall economy.
- The Commission will provide recommendations for maximising the social and economic opportunities of moving to a carbon-neutral economy, for building on Scotland’s strengths and assets, and for understanding and mitigating the risks that could arise.
- The Commission provides an opportunity to highlight and build on the synergies between meeting our climate change targets, delivering sustainable economic growth and supporting fair and inclusive employment.
- The Commission has been asked to ensure the wider implications on economic development, fair work, equalities, skills and other Government priorities are taken into consideration as key elements of the Commission’s work. A particular focus will

be to consider who in society is at risk of being left behind as a result of the transition and what particular action should be taken to avoid such a situation.

Work Plan

- Given the broad nature of the remit, the Commission will gather evidence on a range of topics, ensuring that all the relevant aspects of the transition to a carbon-neutral economy are considered.
- The work plan is structured around the following topics:
 - Power generation & distribution.
 - Transport / Buildings / Public Sector
 - Oil & Gas
 - Land & agriculture
 - Energy Intensive Industries
 - Finance & investment / Businesses
 - Innovation & delivery at scale
 - Skills & labour markets / Education
- The Commission will consider topics from the perspective of one (or all) of the following themes:
 - Quality of work
 - Regional Cohesion
 - Social Inclusion
 - Economic Development
 - Lessons learned
 - “Keeping everyone on board”
- Dialogue and engagement will be crucial to the Commissions work. The Commission will move around the country and a number of forms of engagement will be undertaken to ensure a broad range of relevant viewpoints are heard and considered by the Commission.
- This will include:
 - Information gathering sessions at Commission meetings
 - Public meetings, events and workshops
 - Qualitative social research
 - Online engagement
 - Handling reactive, ad-hoc communications

Opportunities associated with decarbonisation

- Scotland will benefit from continuing to be a world-leader in tackling climate change.



- By being at the forefront of that move to a carbon-neutral global economy, Scotland can benefit from the emerging markets for carbon-neutral skills, solutions and technologies.
- The economic opportunities for our most innovative businesses are enormous.
- We want to help Scottish businesses and universities to innovate at home and then export their solutions to the rest of the world.
- We have a strong record in innovation, and global markets for carbon-neutral skills, solutions and technologies are opening up.

Commissioners

Professor Jim Skea, Commission Chair

- He has particular research interests in energy, climate change and technological innovation.
- He is Co-Chair of Working Group III (Mitigation) of the Intergovernmental Panel on Climate Change and was the Scottish Champion of the UK's Committee on Climate Change until December 2018.
- Between 2012 to 2017 he was UK Research Councils Energy Strategy Fellow.
- He is internationally recognised as a leading climate scientist.

Tom Shields

- Tom is CEO of Spring Rise, a consultancy providing support to chemical processing, waste recycling and renewable energy industries.
- He was previously the Managing Director of KemFine UK Ltd., a speciality chemicals business, and served as the Chairman of the Scottish Enterprise Forth Valley Board.
- He currently sits on the UK Government's Carbon Capture, Usage and Storage Council and is acting chair of the Chemical Sciences Scotland Industry Leadership Group.

Professor Karen Turner

- Karen is founding Director of the University of Strathclyde's Centre for Energy Policy. The Centre conducts internationally leading research on the public policy challenges of decarbonising our economy.
- Her work focuses on understanding how a just transition may be delivered, and addresses key questions about distributional effects, employment and GDP.
- Karen has a number of advisory roles with national and international policy bodies.

Charlotte Hartley, representing the 2050 Climate Group

- Charlotte is a member of 2050 Climate Group. The 2050 Climate Group engages, educates and empowers Scotland's young people to take action on climate change.



- The Group's ambition is to start a social movement of passionate, active young people who are equipped with climate change knowledge and leadership skills so that our generation can lead the way to a sustainable, low carbon society.
- Based in Aberdeen, Charlotte supports the delivery of the Young Leaders Development Programme and is involved with the Group's engagement with the oil and gas industry.

Norman Kerr

- Norman became Director of Energy Action Scotland in April 2005.
- Norman is Deputy Chair of the Scottish Fuel Poverty Advisory Panel and the Scottish Fuel Poverty Partnership Forum.
- He is a trustee of the Aberdeen Combined Heat and Power Company and a member of the NEA Executive.
- He is currently on the stakeholder engagement groups for both Distribution Network Operator companies in Scotland and is a member of SGN's Consumer Engagement Group.

Richard Hardy, representing Prospect Union

- Richard is the National Secretary for Scotland and Ireland at the trade union Prospect, representing members in Government, Energy, Defence, Nuclear and Heritage Sectors.
- Richard is an experienced Senior Trade Union Official with a demonstrated history of working across a variety of employment sectors.

Rachel McEwen

- Rachel joined SSE in 2007 and, as Chief Sustainability Officer, is responsible for its sustainability strategy, climate change policy, community funds and corporate heritage.
- She is a non-executive director of Scottish and Southern Electricity Networks, the SSE subsidiary that owns and operates the electricity distribution and transmission networks in the north of Scotland.
- External to SSE, Rachel was Chair of the Leadership Group of Living Wage Scotland between 2014 and 2018 and recently joined the board of the Fair Tax Mark.

Colette Cohen

- Colette became the Chief Executive Officer of the Oil & Gas Technology Centre in August 2016.
- The centre has two goals: to help maximise economic recovery from the UK continental shelf and create a bright future for the northeast of Scotland as a global technology hub.
- She is a member of the Society of Petroleum Engineers, the Institute of Directors and Chairs the National College for Onshore Oil and Gas.



Lang Banks, representing WWF

- One of Scotland's leading environmentalists, Lang Banks has worked for global conservation organisation WWF for over a decade and has been integral in their work addressing issues relating to climate change, clean energy, and marine protection.
- Lang was appointed Director of WWF Scotland in 2013 and is a key player in WWF's UK and international network where he advises on communications and campaigns.
- During his time at WWF he has successfully spearheaded multi-year public campaigns to help deliver the world's strongest piece of climate legislation and halt plans for a new coal-fired power station.

Dave Moxham, representing STUC

- Dave Moxham is the Deputy General Secretary of the Scottish TUC. Dave joined the STUC in 2004 as a Research Assistant, became an Assistant Secretary and was latterly appointed Deputy General Secretary in 2009.
- As STUC Deputy General Secretary, Dave has policy responsibility for the public sector and voluntary sectors, employment rights, energy and climate change, civil justice and courts reform.
- Dave is a board member of the Scottish Poverty Alliance and co-chair of the Scottish Living Wage campaign; he has served on a range of Scottish Government working groups, most recently the Disability Employment Action Plan: Expert Advisory Group.

Kate Rowell

- Kate Rowell is Chair of Quality Meat Scotland, a non-departmental public body representing the Scottish Red Meat Industry and funded by levy collected from farmers and processors.
- She has been on the Board of the organisation for 4 years and took the Chair in October 2018.
- Kate is also a livestock farmer and fully qualified veterinary surgeon, running an 750 hectare upland farm in the Scottish Borders in partnership with her husband.
- She has a keen interest in sustainable farming and in promoting the environmental and social benefits of maintaining and developing family farms across Scotland.

Professor Duncan MacLennan

- Duncan is Professor of Public Policy at the University of Glasgow, Professor of Strategic Urban Management and Finance at the University of St Andrews and a Professorial Research Fellow in Urban Economics at the University of New South Wales, Sydney
- He is an applied economist with interests in cities, neighbourhoods, infrastructure and housing.
- His current research is concerned with economic drivers and productivity consequences of metropolitan investment strategies for infrastructure and housing and of the fiscal and spending autonomies in sub-national levels of government.



FAQ

How do you contact the Commission?

- Dialogue and engagement will be crucial to the work of the Commission. You can contact the Commission through the following channels:
 - Twitter page: @JTCScotland
 - Email address: justtransitioncommission@gov.scot
 - Or the following address:
Just Transition Secretariat
Area 3F South
Victoria Quay
Edinburgh
EH6 6QQ

What is the aim of the Just Transition Commission?

- The Commission is required to submit a report to Scottish Ministers containing practical recommendations on how to:
 - Maximise the economic and social opportunities that the move to a carbon-neutral economy by 2050 offers.
 - Build on Scotland's existing strengths and assets.
 - Understand and mitigate risks that could arise in relation to regional cohesion, equalities, poverty (including fuel poverty), and a sustainable and inclusive labour market.

What will the Commission be focusing on?

- The Commission has a broad remit and will need to gather evidence on a range of topics and themes. Themes include: Quality of work; Regional Cohesion; Social Inclusion; Economic Development; Lessons learned and Communicating change to those impacted by the transition
- The group has identified the following topics (though its work plan may develop as the Commission's work progresses):
 - Power generation and distribution
 - Transport/Buildings/Public Sector
 - Oil and Gas
 - Land and agriculture
 - Energy intensive industries
 - Finance and investment/business
 - Innovation and delivery at scale
 - Skills and labour markets/Education



Is this an independent Commission?

- The Commission has been established for a two-year period to provide independent advice to Scottish Ministers on the long-term strategic opportunities and challenges relating to the transition to a carbon-neutral economy.
- The Commission is independent from Government; the Chair along with his fellow Commissioners is responsible for developing and delivering its work plan.

Will the Commission be made statutory?

- Scottish Ministers are giving further consideration to the establishment of a statutory, long-term Just Transition Commission
- In the meantime, the work of the current Commission will continue as planned and provide its report in January 2021.

What will happen with the Commission's advice?

- Ministers have asked for practical advice and will consider how best to respond to this, when the Commission reports in early 2021.

How will the Commission work with other commissions and bodies?

- The Commission will take into account the wider policy landscape in Scotland and identify synergies with existing programmes of work and other bodies, where appropriate.
- The Commission will move around the country and a number of forms of engagement will be undertaken to ensure a broad range of relevant viewpoints are heard and considered by the Commission.



Annex B – The Just Transition Commission’s Twitter account

Target Audiences

- Business / Industries
- Trade Unions
- Environmental NGOs
- Affected communities
- Universities
- General public

Peak publishing times:

- Morning commute: 8:00 – 9:00 am
- Lunchtime: 12:00 – 14:00 pm
- Evening commute: 16:00 – 18:00 pm

Publishing frequency:

- At least 1 post a week.

Retweeting strategy

Retweeted posts should be aiming to engage with other’s content so that we increase dialog, promote knowledge around just transition and are relevant to the Commission’s work. The following table shows which organisations are safe to retweet, which can be retweeted after checking the information, and which ones will not be retweeted by the Commission account.

Generally retweet	Can be retweeted but additional checks needed	Generally don’t retweet
Commissioners (especially after JTC meetings)	Third sector organisations	Media (unless Op-Ed by Commissioners)
Universities	Local Government	Political parties
IPCC	Trade Unions	Commercial Organisations
ClimateXChange	Academics	Advertisements
Events on JT	Individuals with knowledge in the area	Campaigning Tweets
Events where Commissioner will participate	First Minister	
UNFCCC	Ministers and Cab Secs	
CCC	Scottish Government accounts	
	Climate change / energy journalists	



Interactive engagement

To make the most of the engagement opportunities on Twitter, the JTCSotland account needs to be interacting with its followers. Due to the speed and potential quantity of interactions it would not be practical to get clearance for all the tweets sent. It is therefore proposed that parameters are set to allow responses to be sent without clearance for each individual tweet.

The parameters could include:

- Preparation will be undertaken in advance with the sectors to identify any potential areas of sensitivity.
- For any sensitive issues not covered advice should be sought from the Commission.
- Pre-cleared stock replies created to manage sensitive topics and sign post to appropriate channels but still allow the conversation to continue.

Main hashtags to use

#JustTransitionScotland
#JustTransition
#Scotland

Twitter conversations

We can organise a series of Twitter engagement conversations, allowing different topics of interest to be explored and discussed with particular target audiences, in order to gather as many points of views as possible. These conversations would consist of engaging with key stakeholders and general public through Twitter, to collate their thoughts on some of the main just transition topics. To this end, we will:

- Advertise each Twitter engagement conversation.
- Generate a set of questions per topic to steer the discussion.

Relation between Twitter and the Commission

Relevant comments / questions received through Twitter and email will be recorded, separated according to themes and topics identified in the Commission's work plan and incorporated into the relevant meeting papers / report.

Twitter responses

Scenario	Reply
Positive comments	1. Thanks for your comment @Name! Please keep tweeting us your views on #JustTransition.



	<ol style="list-style-type: none"> 2. Thank you @<i>Name</i>! Please keep on being part of the #JustTransition conversation by tweeting us your views and thoughts. 3. Thanks for your comment @<i>Name</i>! Please keep on sharing your thoughts on just transition with us.
<p>Ideas of topics that the JTC should discuss</p>	<ol style="list-style-type: none"> 1. Thanks @<i>Name</i>. Among the topics that the #JustTransition Commissioners will discuss, <i>Topic</i> is included. Please keep on sharing your thoughts on just transition with us. 2. Thanks @<i>Name</i>. We are gathering topics of interest, to share them with the commissioners. We'll add <i>Topic</i> to the list. Please keep tweeting us your views on #JustTransition. 3. That's an interesting point @<i>Name</i>. We'll feed your thoughts into the #JustTransition Commission meetings. Please keep on sharing your thoughts with us.
<p>Social dialog</p>	<ol style="list-style-type: none"> 1. Hi, @<i>Name</i>. Dialogue and engagement are crucial to the work of the #JustTransition Commission. For this reason, we'll be organising engagement events and twitter conversations. We'll be announcing them closer to the events' dates.



Annex C – Commission slide pack

Slide 1

Advising a carbon-neutral economy that is fair for all

JUNE 5, 2019

The Just Transition Commission

Advising a carbon-neutral economy that is fair for all

JUST TRANSITION COMMISSION SCOTLAND

Slide 2

Advising a carbon-neutral economy that is fair for all

Article 4 of the Paris Agreement

Parties aim....to undertake rapid reductions....so as to achieve *a balance between anthropogenic emissions by sources and removals by sinks of greenhouse gases in the second half of this century*, on the basis of equity, and in the context of sustainable development and efforts to eradicate poverty.

JUST TRANSITION COMMISSION SCOTLAND

Slide 3

'Adoption of the Paris Agreement' by Unclimatchange. www.unclimatchange.com. Original image cropped.

Advising a carbon-neutral economy that is fair for all

The Paris Agreement

Taking into account the imperatives of a *just transition* of the workforce and the creation of decent work and quality jobs in accordance with nationally defined development priorities

Slide 4

Advising a carbon-neutral economy that is fair for all

The Climate Change (Emissions Reduction Targets) (Scotland) Bill

Slide 5



The Committee on Climate Change's Advice on Net-Zero



Net Zero
The UK's contribution to stopping global warming
Committee on Climate Change
May 2019

Advising a carbon-neutral economy that is fair for all

"The new Scottish Just Transition Commission has an important role to help plan and deliver a just transition across Scotland that protects vulnerable workers, consumers and rural and island populations." (The CCC, 2019)

Slide 6



UK research and consultancy



UKERC
UK Energy Research Centre



E3G



Grantham Institute
Climate Change and the Environment
An Institute of Imperial College London

Advising a carbon-neutral economy that is fair for all

Slide 7



Advising a carbon-neutral economy that is fair for all

International Labour Organization

International bodies promoting just transition

CLIMATE JUSTICE ALLIANCE
COMMUNITIES UNITED FOR A JUST TRANSITION

COP24 KATOWICE 2018
UNITED NATIONS CLIMATE CHANGE CONFERENCE

JUST TRANSITION CENTRE

Slide 8



Advising a carbon-neutral economy that is fair for all

Scottish Parliament Debate (15 Jan)
Securing a just transition to a carbon neutral economy

"...we must ensure that we are taking action that creates opportunities, rather than burdens and barriers, for individuals and businesses" Maurice Golden (Con)

"...we must also recognise the impact on working people and communities across Scotland that depend on high-carbon sectors, notably oil and gas, and the alternatives." Tavish Scot (LD)

"There are economic opportunities from being at the forefront of the global shift to carbon neutrality, but there are also risks and challenges that we cannot just wish away." Roseanna Cunningham (SNP)

"...we will work to ensure that the principles set out by the International Labour Organization are embedded in Scotland." Mark Ruskell (Green)

"we must take action on climate change and, equally, that we must provide an alternative that protects the livelihoods of those who are dependent on jobs that extract fossil fuels or which depend on their use, and which protects the communities that have historically relied on the carbon-based economy for jobs." Alex Rowley (Lab)



Slide 9

Advising a carbon-neutral economy that is fair for all



The Scottish Just Transition Commission

A group photograph of the members of the Scottish Just Transition Commission, standing outdoors in front of a building.

Slide 10

Advising a carbon-neutral economy that is fair for all



a) Plan, invest and implement a transition to environmentally and socially sustainable jobs, sectors and economies, building on Scotland's economic and workforce strengths and potential;

b) Create opportunities to develop resource efficient and sustainable economic approaches, which help address inequality and poverty;

c) Design and deliver low carbon investment and infrastructure, and make all possible efforts to create decent, fair and high value work, in a way which does not negatively affect the current workforce and overall economy.

The Key Principles of a Just Transition for Scotland



Slide 11

Advising a carbon-neutral economy that is fair for all



The Commission is to...



... provide practical, realistic, affordable recommendations that will support Scottish Ministers take action that will:

- Maximise the economic and social opportunities that the move to a carbon-neutral economy by 2050 offers
- Build on Scotland's existing strengths and assets
- Understand and mitigate risks that could arise in relation to regional cohesion, equalities, poverty (including fuel poverty), and a sustainable and inclusive labour market

Slide 12

Advising a carbon-neutral economy that is fair for all



Just Transition Commission Members

Prof. Jim Skea (Chair)	Imperial College London/IPCC
Lang Banks	representing WWF Scotland
Colette Cohen	CEO, Oil & Gas Technology Centre
Richard Hardy	representing Prospect Union
Charlotte Hartley	representing The 2050 Climate Group
Norrie Kerr	Director Energy Action Scotland
Rachel McEwen	Chief Sustainability Officer, SSE
Dave Moxham	representing Scottish Trade Unions Congress
Kate Rowell	Chair, Quality Meat Scotland
Tom Shields	CEO, Spring Rise
Prof. Karen Turner	University of Strathclyde Centre for Energy Policy



Slide 13

Advising a carbon-neutral economy that is fair for all

The Commission's Work Plan

Topic	Meeting Date
Inception meeting	31 st January 2019
Power generation and distribution	10 th April 2019
Transport/Buildings/Public Sector	5 th June 2019
Oil and Gas	September 2019
Land and agriculture	November 2019
Energy intensive industries	January 2020
Finance and investment/Business	Spring 2020
Innovation and delivery at scale	Summer 2020
Skills and labour market/Education	Autumn 2020
Finalisation of report	TBC – 2020/21

Slide 14

Advising a carbon-neutral economy that is fair for all

Engagement

- Guests at Commission meetings
- Stakeholder workshops
- Town-hall events
- Focus Groups
- Seminars

@JtcScotland
JustTransitionCommission@gov.scot
<https://www.gov.scot/groups/just-transition-commission/>