



**GROWTH THROUGH
TRANSFORMATIONAL CHANGES**
in the industrial sector influenced by the EU Green Deal and digitalization and
proactive participation of workers in restructuring the changing working environment

EVALUATION REPORT

**GTC - Growth through transformational changes in the industrial sector
influenced by the EU Green Deal and digitalization and proactive participation
of workers in restructuring the changing working environment**



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Introduction and methodology

The project, entitled "GTC - Growth through transformational changes in the industrial sector influenced by the EU Green Deal and digitalization, and proactive participation of workers in restructuring the changing working environment", has been designed to facilitate the exchange of experiences and expertise among workers, unions and employers in the context of the twin transitions (green and digital) in the industrial sector in different EU countries. The primary objective of the project was to analyse regional and national issues and challenges in the governance models of the European Green Deal, with a view to identifying challenges and potential areas for improvement that facilitate high levels of worker participation. The project also aimed at raising awareness, stimulating debate, and promoting information sharing on the impact of the twin transitions on workers and businesses, focusing on the industrial sector in seven partnering countries: Poland, Slovakia, North Macedonia, Serbia, Montenegro, Romania, and Spain.

The key objective of the **evaluation report** is to provide a comprehensive analysis of the project's performance, outlining key achievements, challenges faced, and recommendations for future actions. It assesses the effectiveness of the project strategies, impacts on stakeholders, and valuable lessons learned throughout the project lifecycle. The evaluation report has been prepared based on two major instruments: the evaluation questionnaire and the evaluation discussion session which was held during the final project meeting held on 24th February 2025. The questionnaire consisted of several parts: general assessment on the project and its added value to the participants, assessment of project activities, assessment on the project's impact, key achievements and challenges, lessons learnt and expectations related to the future project in terms of knowledge / skills developments and forms of provided support to the partners. Moreover, the partners were request to evaluate the project meetings after the end with the following questions: Did the event match your needs? Did you gain relevant knowledge and information? Will you be able to apply the knowledge and information you gained in your work?

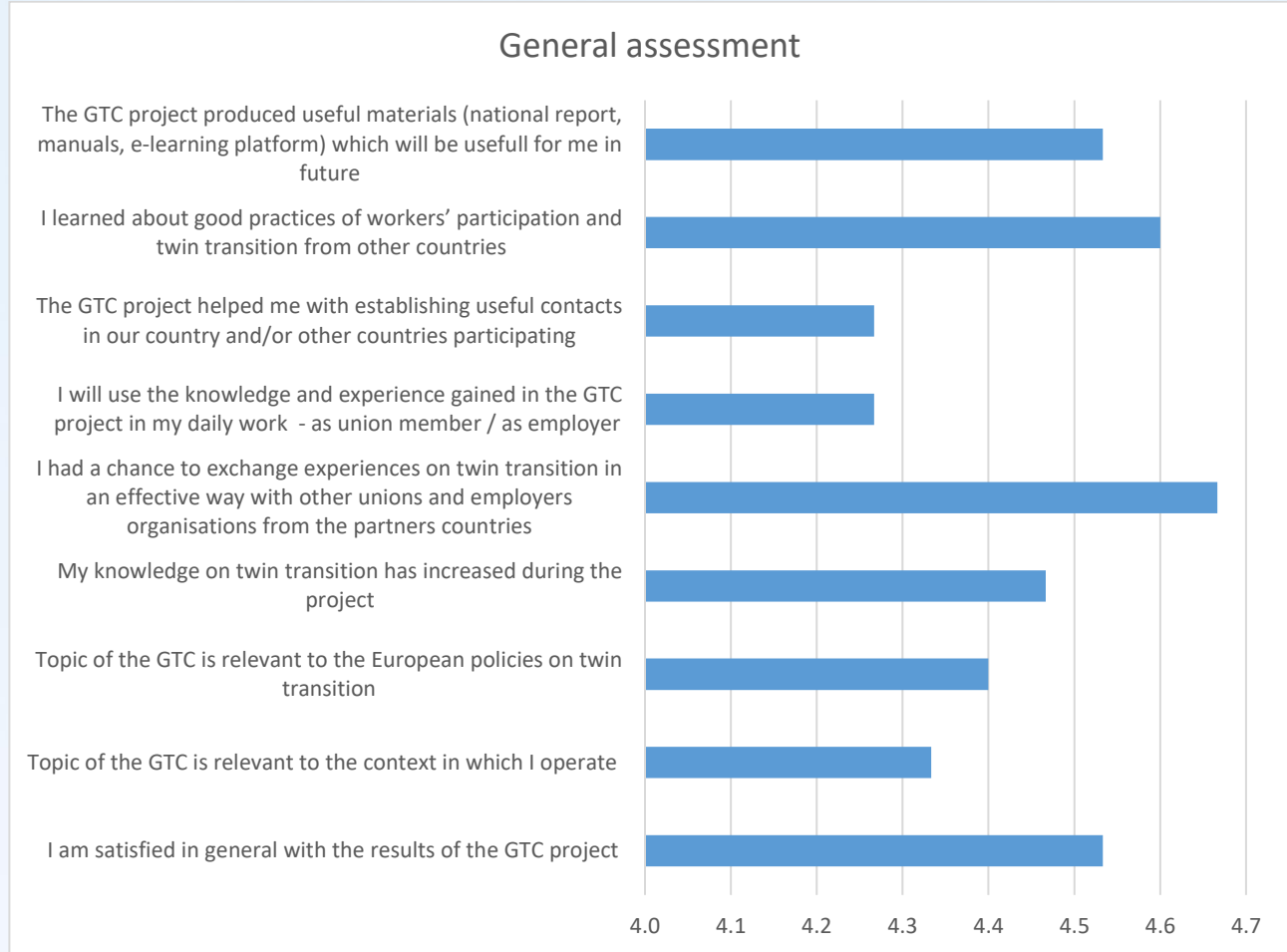
The questionnaires were distributed among the project partners in an online form just after each meeting and after the final project meeting. Below you will find the survey results – which are mostly expressed in quantitative terms - but due the nature of the questionnaire the results should be interpreted more in qualitative terms.

Assessment of the GTC project – various aspects

The graphs included in the evaluation report represent the quantitative results from the partner feedback survey. While numerical in appearance, they reflect largely qualitative perceptions of the project's implementation, added value, and impact. The respondents were asked to mark their answers on a 5-point scale, where 1 means 'completely disagree' (or low assessment) and 5 means 'completely agree' (or high assessment) and there 3 is an overage of the scale. Below is a breakdown and interpretation of the key survey findings.

Overall satisfaction with the project was very high across partners. Most respondents rated the project's relevance and usefulness between **4 and 5** on a 5-point scale., which indicates that the project met their expectations and was relevant to their needs and the context.

There was a strong consensus that the project **contributed significantly to a better understanding of the twin transition challenges** (green and digital) in the industrial sector. Partners appreciated the **collaborative and inclusive approach**, which fostered mutual learning and allowed for the exchange of national and regional experiences. The following aspects gained the highest scores: *"I had a chance to exchange experiences on twin transition in an effective way with other unions and employers' organisations from the partners countries"* and *"I learned about good practices of workers' participation and twin transition from other countries"*. The partners highlighted also that *"The GTC project helped me with establishing useful contacts in our country and/or other countries participating"* and *"I am satisfied in general with the results of the GTC project"*



The partners were also asked on their assessment of particular project activities to learn more about its value to them and performance. **Project activities** (such as workshops, seminars, and exchange visits) were evaluated positively, with most scores clustering at the high end of the scale – **between 4,4 and 4,8 – which should be considered as a very positive assessment.**

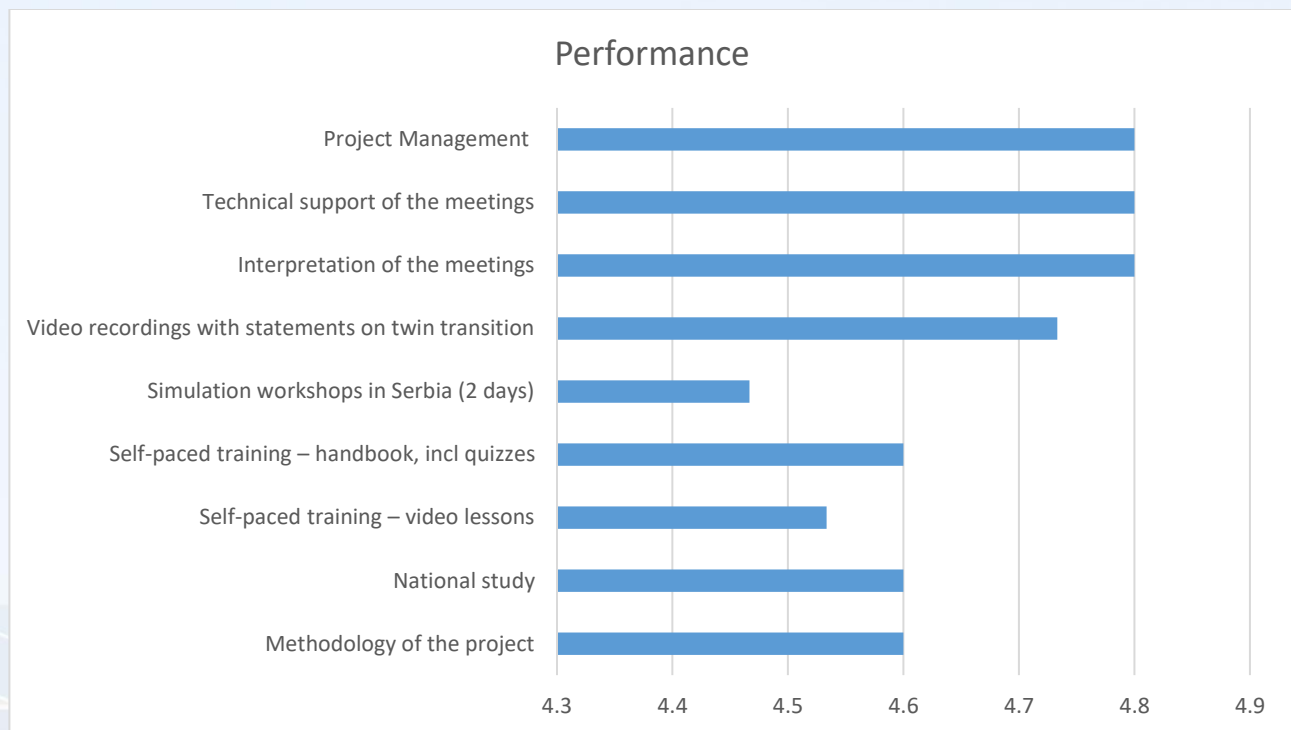
The **participants valued the managerial aspect of the project** with highest scores attributed to project management, technical support of the project meetings, and interpretation of the meetings.

Also, **video recordings made under the GTC project had higher scores** as compared to other project activities, which might indicate that this form of presenting statements is preferred by the partners.

Participants valued also the opportunities for knowledge transfer, the practical relevance of the shared experiences, and the diversity of perspectives provided by cross-country

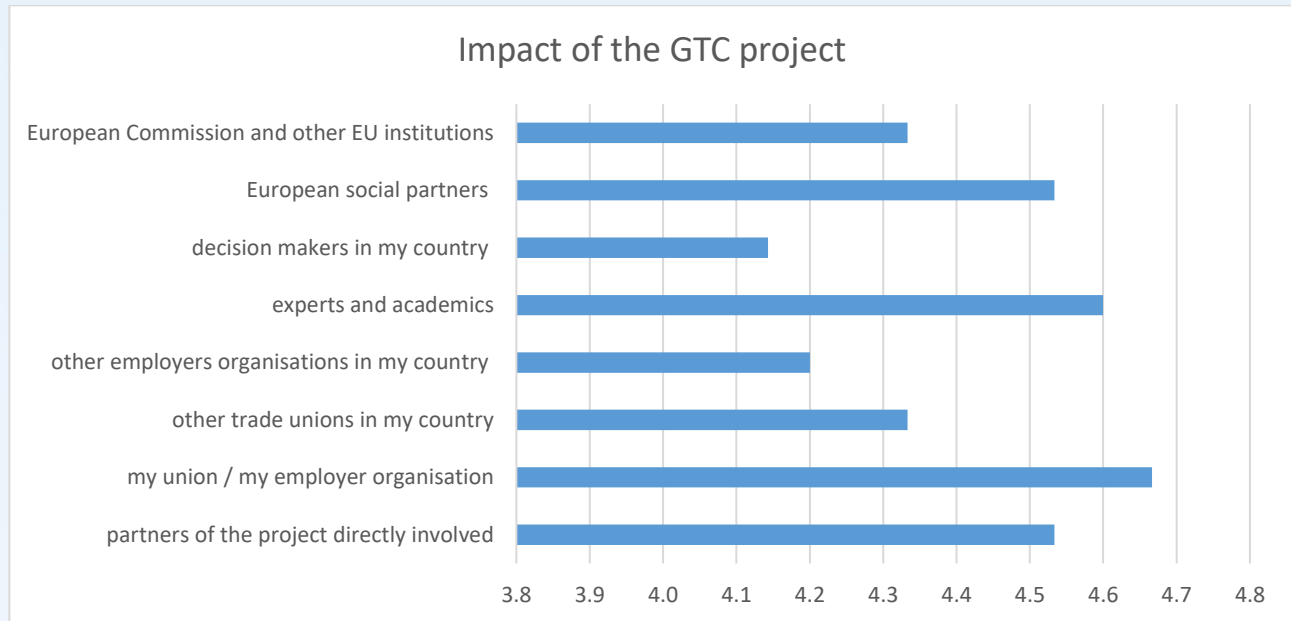
cooperation. Especially, **written materials were appreciated** namely: methodology of the project, national studies and self-paced training materials (handbook, including quizzes).

Slightly less positive answers – but still well above average assessments – got the simulation workshop in Serbia and self-paced training in the form of video lessons. This might lead to a conclusion that some improvements might be made to increase performance of these to forms of activities.



The project was seen to have a tangible impact on participants' understanding of green and digital transitions and on their capacity to engage in policy or workplace-level discussions. Many participants felt better equipped to support workers during restructuring processes and to advocate for greater worker involvement in shaping the industrial future. **The highest number of respondents declared that that GTC project had a positive impact on their union / employer organisation – which was exactly the goal of the project.** Also, the following categories of stakeholders were pointed out in this context: experts and academics, partners of the project directly involved and European social partners. Institutional impact was also noted – several partners reported that insights gained were or would be used in national union strategies or future project planning. The least affected stakeholders were

decision-makers in my country and other employers' organisation / union organisations in my country.



The project meetings were evaluated in a scale from 1 to 6, in which 6 is the maximum value and 1 is the lower and received the following rate: Did the event match your needs? 5.3 Did you gain relevant knowledge and information? 5.3 Will you be able to apply the knowledge and information you gained in your work? 5

Among the **most important achievements of the GTC** projects partners enumerated the following:

- Exchange of experiences with other countries on the problems they encounter with twin transition, including unions and employer organisations
- Outputs of the project: meetings, handbook and eLearning
- New knowledge about decarbonization, digitalization and social dialogue

As regards the **key challenges encountered in implementation of the GTC** project respondents declared the following:

- Costs of twin transition for companies.
- Limited interest in social dialogue of the parties
- Also the online form of the meetings were challenging form some partners.

Lessons learnt and conclusions for the future

The partners were also asked about lessons learnt and some conclusion for the future.

First question referred to what partners would expect MORE from the future projects related to twin transition and which they would expect LESS. Again, all answers were positive and exceeded the mid-value of the scale (3), which means that all proposed forms of project activities should be continued in the future projects. However, some of them were more preferred over other. These included the following:

- **Workshops / seminars to exchange experiences and learn from other partners;**
- **Seminars to reach out to external stakeholders in my country;**
- **Seminars to reach out to external stakeholders abroad and at the EU-level;**
- **Workshops to build capacity and develop skills on twin transition.**

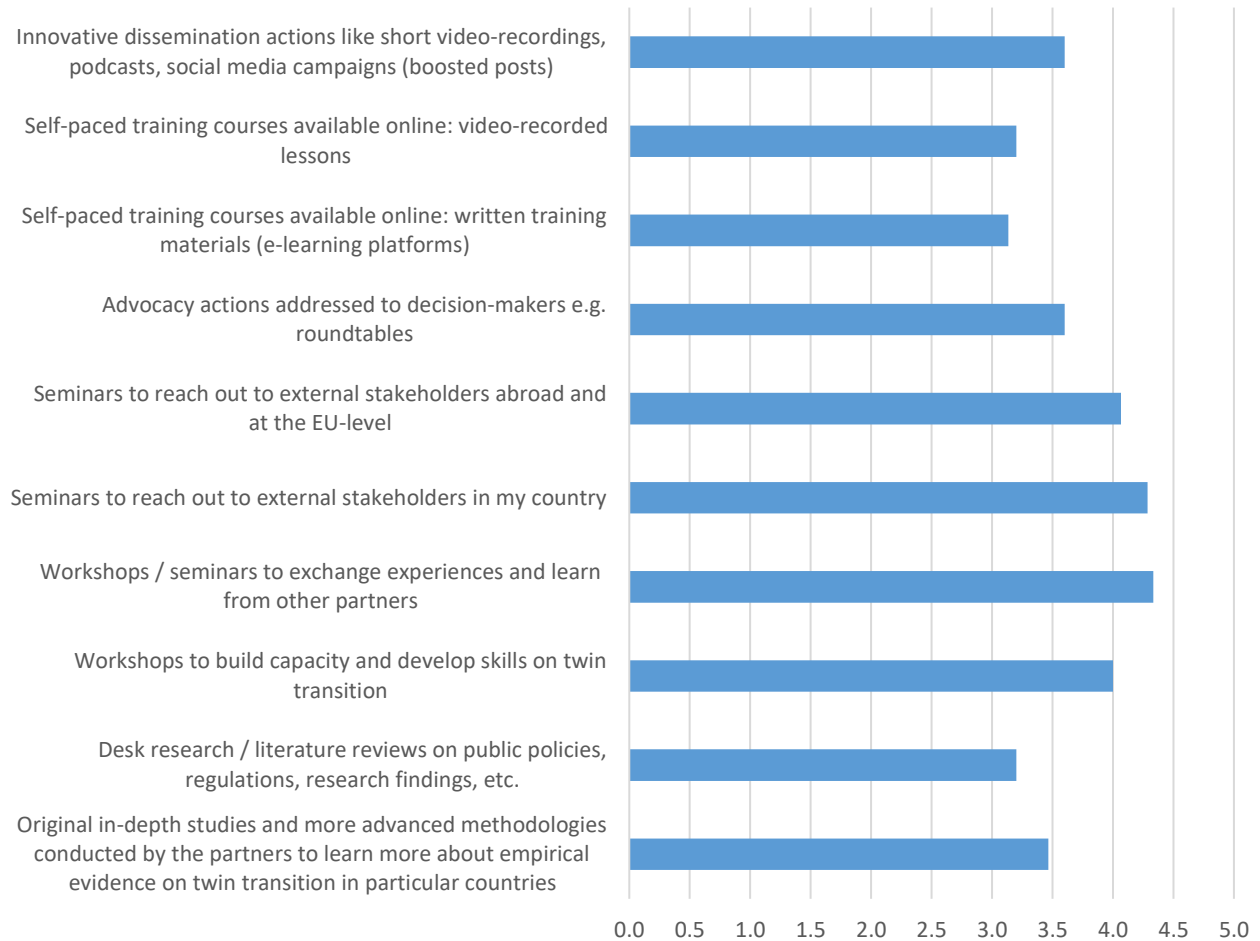
The second group of preferred forms of activities in the future project included the following:

- **Innovative dissemination actions like short video-recordings, podcasts, social media campaigns (boosted posts);**
- **Advocacy actions addressed to decision-makers e.g. roundtables;**
- **and original in-depth studies and more advanced methodologies conducted by the partners to learn more about empirical evidence on twin transition in particular countries.**

While the *self-paced instruments for trainings like video-recorded lessons, written training materials and desk research / literature reviews on public policies, regulations, research findings, etc.* were the least preferred forms of activities.

Some partners highlighted that more **face-to-face meetings dedicated to exchange of experiences** between countries allowing to understand approached and needs for twin transition would be beneficial for the partner sin the future projects.

Lessons learned

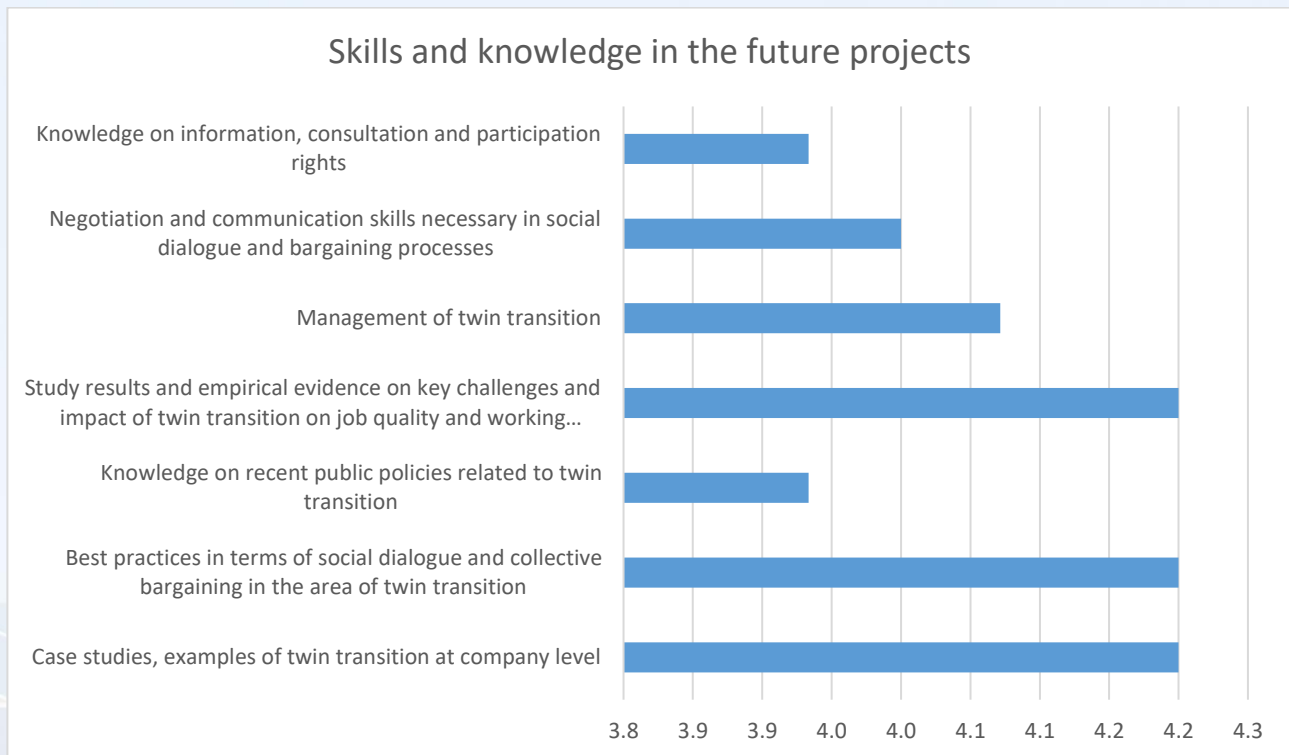


The partners were asked also to assess what skills and knowledge they would prefer to be developed in future projects on twin transition. Strong preference was made to:

- ***Study results and empirical evidence*** on key challenges and impact of twin transition on job quality and working conditions
- ***Case studies***, examples of twin transition at company level
- ***Best practices*** in terms of social dialogue and collective bargaining in the area of twin transition.

Also management of twin transition and negotiation and communication skills were highlighted. On the other hand, knowledge on information, consultation and participation rights, and knowledge on recent public policies on twin transition were the least preferred to be developed in the future projects.

Some partners pointed out that a **study on the transformation costs** would be an added value of the future projects – as well as **more training of negotiations skills** in the context of collective bargaining during twin transition.



Summary and conclusions

The GTC project – in the light of the responses to the evaluation questionnaire and feedback from the partners during the final meeting – **successfully fulfilled its objectives** by enhancing understanding of the twin transitions—green and digital—and their implications for the industrial sector across seven European countries. Through a range of well-received activities including seminars, workshops, self-paced learning tools, and stakeholder engagement, the project enabled knowledge transfer, peer learning, and awareness-raising among unions and employer organizations. **The overall assessment of the project was highly positive**, with most indicators scoring well above average, reflecting the project's effectiveness and relevance.

Partners particularly appreciated the **quality of project management, the collaborative and inclusive approach**, which fostered mutual learning and allowed for the exchange of national and regional experiences, **and the usefulness of materials such as the handbook, national studies, and video resources**. Self-paced interments were assessed in a positive way, but not to the same extend as interactive meetings and written materials.

Despite some challenges, such as limited interest in social dialogue in certain regions and logistical barriers related to online formats, the project had a tangible impact on participants' skills and strategic orientation. It also fostered new collaborations and opened avenues for future action at both national and European levels.

Key lessons for future initiatives include **the need for more interactive and evidence-based activities, expanded face-to-face exchanges, and enhanced focus on practical tools for negotiation, communication, and managing change at the workplace level**.

The project created a solid foundation for continued transnational cooperation and deeper engagement of social partners in shaping a just and inclusive twin transition in Europe.



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