



SEE-GL
SKILLS AND EMPLOYMENT
ENHANCEMENT IN GREEN LOGISTICS



Co-funded by
the European Union

GREEN TRANSPORT MAKE

my job opportunity better



TABLE OF CONTENTS

FOREWORD	3
IMPRESSUM	5
ABOUT THE SEE-GL PROJECT	8
HOW TO USE THIS GUIDE	10
PART I — THE JOB IS CHANGING	13
1. The job is changing — fast	14
2. Green transport and ESG, in plain words	15
3. What is changing in the job market	16
PART II — ESG SKILLS, BROKEN DOWN	18
4.1 Environmental skills	19
4.2 Social skills	20
4.3 Governance skills	21
4.4 ESG reporting skills	22
PART III — ESG IN EVERYDAY WORK	23
6. Why this matters for your job security	25
7. A practical first step	27
GLOSSARY	30
RESOURCES AND TOOLS	31
REFERENCES	32





FOREWORD

**SEE-GL**SKILLS AND EMPLOYMENT
ENHANCEMENT IN GREEN LOGISTICS**GREEN TRANSPORT
MAKE MY JOB
OPPORTUNITY BETTER**

FOREWORD

This publication was developed within the SEE-GL project as the deliverable "Green transport make my job opportunity better". It is designed to show how green transport, ESG skills and sustainable logistics practices can improve job opportunities, job security and career development for workers and learners in the transport and logistics sector.

ESG — Environmental, Social and Governance — has moved from the boardroom into the depot, the warehouse and the driver's cab. Companies now have to demonstrate emissions data, safety records and compliance evidence to keep their clients, contracts and access to finance. That shift changes what employers value and what makes a worker indispensable.

This guide translates the broad EU framework (Green Deal, Mobility Strategy, CSRD) into concrete workplace skills. It is meant to be read once and then kept on a desk, a phone, or in a training folder. The question every worker eventually asks is: will I still be needed in this job in five years, and what should I be learning now? The chapters that follow are an answer.





IMPRESSUM

**SEE-GL**SKILLS AND EMPLOYMENT
ENHANCEMENT IN GREEN LOGISTICS**GREEN TRANSPORT
MAKE MY JOB
OPPORTUNITY BETTER**

IMPRESSUM

Publication details and credits for the SEE-GL deliverable D5.5.

Publication title	Green transport make my job opportunity better
Subtitle	A practical guide to ESG skills, job security and career development in transport and logistics
Project	SEE-GL – Skills and Employment Enhancement in Green Logistics
Programme	Erasmus+ Capacity Building in the field of VET (ERASMUS-EDU-2024-CB-VET)
Project duration	1 January 2025 – 31 December 2026 (24 months)
Deliverable	D5.5 – Publication: Green transport make my job opportunity better
Work Package	WP5 – Dissemination and Establishment of ESG Transport Logistics Regional Educational Hubs
Lead Beneficiary for D5.5	Z&S Global (ZSG), Montenegro
Editorial coordination	Pannonia Consulting d.o.o., Croatia (WP5 co-lead)
Project coordinator	Pučko otvoreno učilište Auto moto centar Nova Gradiška (POU AMC NG), Croatia
Year of publication	2026
Language of this edition	English
Project website	https://esg-logistic.eu



CONSORTIUM

Organisation	Country	Role
Pučko otvoreno učilište Auto moto centar Nova Gradiška (POU AMC NG)	Croatia	Coordinator
Faculty for Transport and Logistic (FTL/NOA)	Slovenia	Partner
University College CEPS – Center for Business Studies Kiseljak	Bosnia and Herzegovina	Partner
Tempulli College	Kosovo	Partner
Pannonia Consulting d.o.o.	Croatia	Partner
Z&S Global (ZSG)	Montenegro	Partner

Funding and disclaimer

Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor the granting authority can be held responsible for them.

Open access and reuse

This publication is released under an open licence. It may be downloaded, shared and adapted for educational, training and policy purposes, provided the source is acknowledged and the European Union funding is credited. The publication is available through the SEE-GL project website at esg-logic.eu and through the Erasmus+ Project Results Platform.



ABOUT THE SEE-GL PROJECT



About the SEE-GL project

SEE-GL – Skills and Employment Enhancement in Green Logistics – is a 24-month Erasmus+ Capacity Building in VET project that ran from 1 January 2025 to 31 December 2026. The consortium brings together six organisations from five countries: Slovenia, Croatia, Bosnia and Herzegovina, Kosovo and Montenegro. The project addresses a problem the region cannot avoid much longer: the transport and logistics sector is decarbonising and digitalising at speed, while VET in the Western Balkans is not yet producing workers who can keep pace.

The SEE-GL response is a unified VET curriculum for a new occupation – ESG Specialist in Transport Logistics – together with an e-learning platform, a network of Regional ESG Educational Hubs, and a set of public deliverables that translate ESG, CSRD and EU mobility policy into concrete workplace skills. The curriculum sits below EQF level 7.1 by design, so that workers with secondary qualifications can enter or re-qualify into the sector without first completing a degree.

Specific objectives

- SO1 – Equip VET providers with up-to-date teaching materials and methodologies aligned with the EQF, with a particular focus on ESG principles in transport logistics.
- SO2 – Train VET educators across the Western Balkans through workshops and mobility activities, with at least one mobility dedicated to ESG practices.
- SO3 – Develop and pilot a VET curriculum for the new occupation of ESG Specialist in Transport Logistics, aligned with modern labour-market requirements.
- SO4 – Build a digital learning platform and supporting materials that complement five Regional ESG Educational Hubs and reach learners regardless of location.

Where this publication fits

This publication is the project deliverable D5.5 – Publication: Green transport make my job opportunity better. It is led by Z&S Global (Montenegro) within WP5 and is openly disseminated through the project website, partner channels and the Erasmus+ Project Results Platform. The publication contributes directly to SO1 – by providing teaching-ready material on ESG that VET providers can integrate into their courses – and to SO3, by giving learners and workers a clear, accessible introduction to the competencies expected of an ESG Specialist in Transport Logistics.



HOW TO USE THIS GUIDE



HOW TO USE THIS GUIDE

This guide is written for adult workers, VET learners, trainers and employers in transport and logistics. It is not a regulation, a textbook or a corporate ESG report. It is a working document, meant to be read once and then kept on a desk, a phone, or in a training folder.

There are four typical ways it gets used in the field:

- **Self-study** – a driver, dispatcher or warehouse worker reads it on their own to understand how ESG affects their job.
- **Training handout** – a VET trainer prints or shares relevant chapters to anchor a session on green logistics, eco-driving, compliance or supply-chain duties.
- **Workplace discussion tool** – a team leader uses the practical examples to open a conversation about what the company is already doing and what could be improved.
- **Onboarding material** – HR adds the guide to an induction pack so new hires understand the ESG context from day one.

The guide does not replace company-specific procedures, legal advice or formal ESG training. Its job is to build basic ESG literacy and connect that literacy to employability – which is to say, to the question every worker eventually asks: will I still be needed in this job in five years, and what should I be learning now?

LEARNING OUTCOMES

After working through this guide, the reader should be able to:

- Explain what ESG means in transport and logistics in plain language.
- Identify environmental, social and governance examples in their own job role.
- Recognise how EU sustainability rules – including the European Green Deal, the EU Mobility Strategy and CSRD – affect logistics companies and supply chains.
- Describe the basic ESG data used in the sector: fuel consumption, kilometres, incidents, training hours, compliance records.
- Identify at least one practical action that improves ESG performance in their daily work.
- Explain how ESG skills support job security, employability and career progression in transport and logistics.



WHO THIS GUIDE IS FOR

Target group	Main need	How this guide helps
Drivers	Eco-driving, safety, rest rules, fuel and emissions data	Links daily driving behaviour to employability, safety and compliance
Warehouse workers	Waste, energy use, safety reporting, material handling	Shows ESG actions in warehouse and terminal settings
Dispatchers and planners	Routes, scheduling, fuel, customer communication	Links planning decisions to ESG performance and operational reliability
Administrative and customs staff	Documentation, records, audit trails, compliance	Frames governance as a job-security skill
Managers and trainers	ESG awareness, upskilling, implementation	Provides vocabulary, examples and discussion points

CONNECTION TO EU PRIORITIES

The guide supports EU priorities on the green transition, skills, employability, VET modernisation and sustainable freight transport. It connects the broad policy frame – the European Green Deal, the Sustainable and Smart Mobility Strategy, the Corporate Sustainability Reporting Directive and the European Year of Skills – to practical workplace skills. It also contributes to the SEE-GL project by translating these EU-level documents into something a driver, a warehouse worker or a dispatcher can actually use on Monday morning.



PART I - THE JOB IS CHANGING



1. The job is changing - fast

Transport and logistics in Europe is one of the sectors most exposed to the green and digital transitions. It contributes around 5% of EU GDP and employs more than 10 million people across the continent. It also produces roughly a quarter of all EU greenhouse gas emissions, with heavy and medium commercial vehicles alone responsible for around 5% of total EU emissions even though they make up a much smaller share of vehicles on the road.

That arithmetic explains why almost every major piece of EU policy in the last five years touches the sector somewhere. The European Green Deal set the broad target of climate neutrality by 2050. The EU Sustainable and Smart Mobility Strategy translated this into specific milestones for transport: at least 30 million zero-emission cars and 80,000 zero-emission lorries on the road by 2030, paperless freight transport by 2030, doubled rail freight by 2050 and a 90% reduction in transport-related emissions by mid-century.

None of these milestones is an abstract goal for a chief executive in Brussels. Each of them shows up in the daily work of someone in the sector – the driver who has to learn an electric vehicle, the dispatcher who has to plan around new low-emission zones, the warehouse worker who has to sort waste streams that did not exist a decade ago, the customs clerk who has to handle digital documentation that used to live on paper. The sector is not being asked to change overnight, but it is being asked to change continuously.

At the same time, the workforce that powers logistics in the Western Balkans and elsewhere in Europe is ageing. Younger workers are entering the sector more slowly than older ones are leaving. Industry reports estimate that only around 8% of 11-to-20-year-olds see logistics as an attractive career, and recruitment numbers in the EU show a structural driver shortage that has grown for more than a decade. The skills gap is therefore not only about new green competencies – it is about whether the sector can hold on to people at all.

This guide focuses on what an individual worker can do about both problems at once. ESG literacy – understanding the environmental, social and governance dimensions of the job – is one of the few things that simultaneously increases a worker's value to their current employer, opens doors to new employers and makes the sector more sustainable. The next chapters explain why.



2. Green transport and ESG, in plain words

Green transport

Green transport means moving goods and people with lower environmental impact. In logistics, this generally translates into reducing fuel consumption, planning better routes, using cleaner vehicles where they make sense, improving warehouse energy efficiency, reducing waste and measuring emissions. The word "green" is sometimes used loosely; in this guide it is used in the operational sense – what a company actually does, not what it says in a brochure.

ESG

ESG stands for Environmental, Social and Governance. It is the framework that investors, regulators and large clients use to judge whether a company is being run responsibly. For a logistics company, the three letters mean roughly the following:

- **Environmental** – how the company reduces harm to the environment. In logistics this covers CO₂ emissions, fuel consumption, waste, energy use, packaging and pollution.
- **Social** – how the company treats its workers and the communities it touches. Driver safety, working time and rest periods, fair treatment, training, warehouse safety, noise and road safety are all part of the social pillar.
- **Governance** – how the company is managed and controlled. This includes compliance, customs documentation, clear responsibilities, ethical conduct, anti-corruption rules, audits and reliable ESG data.

ESG is sometimes presented as an abstract investor concept. In practice, in a logistics company, ESG is just the sum of decisions that are taken every day on the road, in the warehouse and in the office. A driver who follows eco-driving principles is delivering on E. A dispatcher who builds reasonable schedules so drivers can take their rest periods is delivering on S. A customs clerk who documents shipments accurately is delivering on G.



ESG in the EU regulatory context

Until recently, ESG was largely a voluntary management tool. That has changed. The Corporate Sustainability Reporting Directive (CSRD) requires large companies in the EU to report on environmental, social and governance performance against the European Sustainability Reporting Standards (ESRS). The framework has been reshaped through the Omnibus simplification package agreed at EU level during 2025, which raised the size thresholds and pushed reporting timelines back: the broad direction of travel – mandatory sustainability disclosure for large companies – remains in place, but small and medium-sized suppliers are now explicitly shielded from in-depth data requests that go beyond the voluntary SME standards.

For a logistics company, the practical effect is unchanged in one important respect: if a large client must report under CSRD, they will still need some sustainability information from their transport providers. A logistics company that cannot produce basic emissions data, safety records or compliance documentation will find it harder to win or keep large contracts, regardless of how the precise reporting thresholds move. The EU Taxonomy Regulation has a similar effect on financing – credit lines, public tenders and EU-funded opportunities increasingly require some form of sustainability evidence.

In short: ESG compliance has moved from the boardroom to the depot, the warehouse and the driver's cab. Workers who understand ESG are not only more employable – they help their companies stay competitive.

Three concrete examples

- **Environmental.** A driver who applies eco-driving techniques can typically reduce fuel consumption by 10% to 20%, with similar reductions in CO₂. On a single long-haul truck travelling 120,000 km a year, even a 10% saving translates into around 9 tonnes of CO₂ avoided and several thousand euros saved on fuel.
- **Social.** A warehouse team that respects safety procedures and reports near-misses turns potential incidents into data the company can act on, reducing accidents and the social cost that goes with them.
- **Governance.** An operations manager who checks driver hours, customs documents and contract terms reduces legal risk and protects the company's reputation, which in turn protects everyone's job.



3. What is changing in the job market

Two forces are reshaping work in transport and logistics: digitalisation and decarbonisation. They are different in character, but they push in the same direction – towards a workforce that needs new skills to do what looks, on the surface, like the same job.

Digitalisation

Route optimisation software, fleet management systems, digital tachographs, telematics, eCMR tools, ESG reporting dashboards: most of these existed twenty years ago in some form, but they are now everywhere and increasingly expected. A European Training Foundation survey of workers in the Western Balkans found that 26% of workers reported new digital technologies in their workplaces and 13% had learned new software to do their job. Useful progress, but only 41% participated in any training to learn new job-related skills – well below the EU27 average of around 62%.

Decarbonisation

Decarbonisation means reducing dependence on fossil fuels and cutting emissions. In logistics this translates into cleaner vehicles where they fit the duty cycle, eco-driving practice for the much larger fleet of diesel vehicles still on the road, alternative fuels, better loading, fewer empty kilometres and more efficient urban logistics. ACEA data shows that more than 6.4 million medium and heavy commercial vehicles operate on European roads, with an average fleet age of around 14 years – meaning that, for years to come, the way drivers handle existing vehicles will matter at least as much as which new vehicles get bought.

The skills gap

The combination of these two forces creates a clear gap. Cedefop, the EU's vocational training agency, forecasts that the European Green Deal alone could lead to around 2.5 million additional jobs by 2030, with the strongest growth in sectors with high greening potential. At the same time, separate labour-market analysis shows green talent supply growing by only about 5.6% year-on-year in Europe, while demand grew by 11.6% in the same period. The gap is widening, not closing.

The Western Balkans face their own version of this picture. Across the region, unemployment fell from 24.4% in 2014 to 11.7% in 2023 – historic lows – but emigration of working-age people continues to accelerate. Bosnia and Herzegovina's emigration rate now sits above 33%, with smaller but significant outflows in the other countries of the consortium. A skills mismatch persists: roughly 22% of workers in regional ETF surveys report being overqualified for their current job, while employers consistently complain about the difficulty of finding workers with the right combination of operational and digital skills.

Logistics is one of the sectors most affected by both sides of this story. It is among the top-three sectors in regional labour-demand surveys, but it loses workers to other countries and other industries at the same time. The workers who stay – and the ones who come into the sector through VET – are exactly the audience for this guide.



PART II - ESG SKILLS, BROKEN DOWN



ESG skills, broken down

ESG is sometimes presented as a single skill set, which is misleading. In practice it covers at least four distinct families of competencies. Most workers in transport and logistics already have parts of all four; the point of this section is to make those parts visible and to flag what is worth strengthening.

4.1 Environmental skills

The most directly visible ESG skills in logistics

Environmental skills are the most directly visible ESG skills in logistics. They cover what workers can do to reduce the environmental footprint of operations:

- Eco-driving - anticipating traffic, smooth acceleration and braking, using engine braking and cruise control where appropriate, avoiding idling, maintaining correct tyre pressure.
- Route optimisation - using planning software to reduce empty kilometres, picking the right vehicle for the load and the route, taking traffic and weather into account.
- Fuel and energy data - reading dashboard data, understanding fuel consumption per 100 km, recognising what "good" looks like for a given vehicle and route.
- Loading and unloading - packing trucks and trailers efficiently, reducing the number of trips, avoiding damage that leads to returns.
- Waste and packaging - sorting waste streams in warehouses, reducing single-use packaging, working with reverse logistics for returns and pallets.
- Alternative fuels and EVs - understanding the basics of electric vans and trucks, charging behaviour, range planning, hydrogen and biofuel where relevant.

Why this matters in numbers. European eco-driving programmes consistently report fuel savings of 10% to 20% from trained drivers, with payback on a single training course typically under a year. Across the EU fleet of roughly 6.4 million heavy and medium commercial vehicles, even a modest fleet-wide application of eco-driving could avoid millions of tonnes of CO₂. For an individual driver, the same skill set protects their position when employers are forced to demonstrate emissions reductions to their clients.

**ESG skills, broken down****4.2 Social skills****How the company treats workers and the communities**

Social skills cover how the company treats workers and the communities it operates in. In transport and logistics, this pillar is closer to the operational core than many people realise, because safety, working time, fatigue and fair treatment are also commercial issues – accidents and turnover are expensive.

- Safety – following procedures, using protective equipment, reporting near-misses and hazards.
- Working time and rest – understanding tachograph rules, knowing the difference between driving time, working time and rest, refusing to drive when fatigued.
- Health – recognising signs of stress and exhaustion in oneself and colleagues, knowing where to ask for help.
- Inclusion – working with colleagues from different backgrounds, supporting women and underrepresented groups in a sector where they remain a minority.
- Community impact – awareness of noise, road safety in residential areas, behaviour at delivery sites.

The social dimension is also where the sector's biggest reputational risks sit. Modern slavery, irregular employment of subcontracted drivers and unsafe working conditions are increasingly visible to clients, the press and regulators. Workers who understand the social side of ESG help their company stay on the right side of these issues.



ESG skills, broken down

4.3 Governance skills

The least glamorous of the three pillars

Governance is the least glamorous of the three pillars and the most underrated. It covers compliance, documentation, ethics and the day-to-day discipline of doing things by the book – which is exactly what a logistics company needs in order to function across borders and across clients.

- Documentation – accurate CMR, customs declarations, dangerous-goods paperwork, delivery confirmations.
- Compliance – knowing which rules apply to which loads, recognising when a request from a customer or a colleague crosses a line.
- Ethics – anti-corruption, fair handling of payments, no shortcuts on safety to meet a deadline.
- Data quality – entering numbers correctly the first time, knowing why someone downstream is going to use that data.
- Audit readiness – keeping records that an external auditor or a major client could check at short notice.

Governance is where individual workers most often underestimate their importance. A single missing customs document or a poorly recorded delivery can hold up an entire shipment. A pattern of small governance failures is what large clients pick up in supplier audits – and what eventually costs a company contracts.



ESG skills, broken down

4.4 ESG reporting skills

The fourth family of skills sits across the other three.

The fourth family of skills sits across the other three. It is the ability to capture, collect and use the data that proves a company is doing what it claims. In a CSRD or supply-chain context, this is increasingly the visible side of ESG.

- Knowing what data points matter – fuel per kilometre, CO₂ per shipment, incidents per 100,000 km, training hours per employee, compliance rate.
- Capturing data accurately and consistently – both from telematics systems and from manual records.
- Spotting unreliable data and reporting it – a tachograph that has been tampered with, a fuel card used by the wrong driver, a delivery note that doesn't match the invoice.
- Communicating ESG performance – to clients, to auditors, to internal management.

These reporting skills are increasingly required in roles that didn't traditionally involve them – drivers who need to log fuel data, warehouse staff who need to register waste streams, dispatchers who need to allocate emissions to specific shipments. Workers who learn to do this work fluently make themselves much harder to replace.



PART III - ESG IN EVERYDAY WORK



This section translates the four skill families into specific job roles. The examples below are not exhaustive, and many tasks span more than one role. The point is to give readers a starting point for asking: where is ESG in my job today?

5.1 Driver

- **E:** eco-driving, controlling speed, avoiding unnecessary idling, planning rest stops to avoid empty kilometres, reporting fuel anomalies.
- **S:** respecting tachograph rules, refusing to drive when fatigued, careful behaviour in residential delivery areas, fair treatment of colleagues at depots.
- **G:** completing CMR and customs paperwork correctly, signing off accurate delivery notes, reporting incidents truthfully.

5.2 Warehouse worker

- **E:** sorting waste, switching off lights and equipment, using forklifts efficiently, packing trucks correctly to reduce wasted space.
- **S:** wearing PPE, following safety procedures, supporting colleagues new to the warehouse, reporting hazards.
- **G:** accurate inventory data, traceability of shipments, correct handling of returns and damaged goods.

5.3 Dispatcher and planner

- **E:** route optimisation, vehicle assignment matched to load, consolidating shipments where possible, monitoring fuel KPIs.
- **S:** building schedules that respect driver rest periods, fair allocation of difficult shifts, clear communication with drivers.
- **G:** matching driver hours to legal limits, keeping records of route changes and delays, communicating with customers honestly when shipments are late.

5.4 Administrative and customs staff

- **E:** digitising paper processes, supporting the move to eCMR, helping report environmental KPIs.
- **S:** fair handling of subcontractor invoices, dignified treatment of drivers and visitors.
- **G:** customs documentation, contract terms, archive of audit-relevant records, anti-corruption procedures.

5.5 Managers and trainers

- **E:** investing in eco-driving training, tracking fleet emissions, planning vehicle renewal.
- **S:** workforce planning that does not rely on excessive overtime, attention to diversity and inclusion, internal escalation channels for safety and harassment concerns.
- **G:** ESG reporting to clients and auditors, internal policies, compliance with national and EU rules.



**WHY THIS MATTERS
FOR YOUR
JOB SECURITY**

**SEE-GL**SKILLS AND EMPLOYMENT
ENHANCEMENT IN GREEN LOGISTICS**GREEN TRANSPORT
MAKE MY JOB
OPPORTUNITY BETTER**

There is a long version of the answer to that question – covering regulation, client pressure, financing conditions and supply-chain dynamics – and a shorter one that is more useful to most readers. The short version is that ESG changes what employers value, what clients require and what makes a worker indispensable. Transport and logistics is not a sector that can opt out.

For blue-collar workers, ESG protects job security directly. A driver who records fuel data accurately, respects rest rules, reports safety risks and follows eco-driving principles is helping their company comply, reduce costs and pass client audits. That driver is much harder to replace than one who simply moves cargo from A to B.

For white-collar workers, ESG opens career development. A dispatcher who understands route optimisation, fuel KPIs and driver working-time compliance has a clear path into planning, operations and ESG reporting roles. An administrative worker who builds strong documentation systems, manages audit trails and supports compliance reporting is contributing directly to the company's ability to keep its biggest clients.

For everyone, ESG increases future relevance. The sector is not going backwards. Emissions targets, digital reporting, safety standards and supply-chain transparency requirements will keep pushing in the same direction throughout the careers of everyone reading this guide. Workers who build ESG skills now are investing in their own employability over five to ten years, not just the next performance review. The risk is also real on the other side. Workers who do not update their skills may find it harder to compete for roles, meet employer expectations or move into new responsibilities. ESG is not a threat to experienced workers; it is a framework that rewards practical knowledge, consistent behaviour and reliable performance. Those are exactly the things experienced workers already have – provided they are documented, recognised and connected to the language clients now expect.





**A PRACTICAL
FIRST STEP**



ESG literacy is not built in a single course. It is built through small, consistent decisions in the way the job is done. The most effective approach is to start narrow – one ESG topic connected to the actual role – and to build out from there.

A 30-day starting plan

- **Week 1.** Pick one ESG area that is already part of your job (fuel, safety reporting, documentation, waste, scheduling). Read the company procedure that covers it, even if you think you know it.
- **Week 2.** Record the data correctly for one full week. Be honest about anomalies – they are the most useful information, not the most embarrassing.
- **Week 3.** Identify one specific improvement: a different driving habit, a clearer record, a shorter route, a better way of sorting waste. Discuss it with a colleague or supervisor.
- **Week 4.** Apply the improvement consistently and see if it holds. If it does, share it with the rest of the team. If it doesn't, find out why before moving on.

A four-week routine of this kind is more valuable than a one-day training event. It also produces the kind of measurable behaviour change that company auditors and clients are increasingly able to verify.

**SEE-GL**SKILLS AND EMPLOYMENT
ENHANCEMENT IN GREEN LOGISTICS**GREEN TRANSPORT
MAKE MY JOB
OPPORTUNITY BETTER**

Self-assessment checklist

Use this checklist after reading the guide or completing a related training session. Mark each item only when you can honestly explain it to a colleague.

 	• I can explain what ESG means in transport and logistics.
 	• I can give at least one Environmental, one Social and one Governance example from my own job.
 	• I understand why fuel use, kilometres, safety incidents and training records count as ESG data.
 	• I know one ESG-related procedure in my workplace that I should follow more carefully.
 	• I can identify one practical ESG improvement I can make in the next month.
 	• I understand how ESG skills connect to my own employability and career path.

**SEE-GL**SKILLS AND EMPLOYMENT
ENHANCEMENT IN GREEN LOGISTICS**GREEN TRANSPORT
MAKE MY JOB
OPPORTUNITY BETTER**

Glossary

Plain definitions of the terms used in this guide

ESG. Environmental, Social and Governance. The framework used to measure and report how a company manages its impact on the environment, its workers and communities, and its internal controls and ethics.

Green transport. Moving goods or people in ways that reduce environmental harm. Includes cleaner vehicles, lower fuel use, better routes and lower emissions across the supply chain.

European Green Deal. The EU strategy to make Europe climate-neutral by 2050. Sets targets for emissions reduction across transport, energy, industry and agriculture.

EU Mobility Strategy. The EU's Sustainable and Smart Mobility Strategy, with milestones including 30 million zero-emission cars and 80,000 zero-emission lorries by 2030, paperless freight by 2030 and a 90% emissions cut by 2050.

EU Taxonomy. A classification system that defines criteria for economic activities that can be considered environmentally sustainable under EU law.

CSRD. Corporate Sustainability Reporting Directive. EU directive requiring companies above defined thresholds to report on ESG performance under the European Sustainability Reporting Standards (ESRS). Scope and timelines were adjusted by the Omnibus simplification package in 2025.

ESRS. European Sustainability Reporting Standards. The technical standards companies use to report under CSRD.

Decarbonisation. Reducing dependence on fossil fuels and cutting CO₂ and greenhouse-gas emissions. In transport this includes electrification, fuel efficiency, eco-driving and route planning.

Scope 1, 2 and 3 emissions. A classification of emissions. Scope 1 covers direct emissions from owned vehicles and facilities; Scope 2, indirect emissions from purchased energy; Scope 3, all other indirect emissions in the supply chain – typically the largest category for logistics clients.

KPI. Key Performance Indicator. A measurable value used to track performance. In ESG this includes fuel per kilometre, CO₂ per shipment, incidents per 100,000 km, training hours per employee and compliance rate.

EQF. European Qualifications Framework. The EU framework that allows VET and education qualifications across countries to be compared on a common eight-level scale.

eCMR. Electronic version of the international consignment note for road transport. Replaces paper CMR and is one of the practical instruments behind the EU's commitment to paperless freight by 2030.

VET. Vocational Education and Training. Education programmes that prepare learners for specific occupations rather than for academic study.



SEE-GL

SKILLS AND EMPLOYMENT
ENHANCEMENT IN GREEN LOGISTICS

**GREEN TRANSPORT
MAKE MY JOB
OPPORTUNITY BETTER**

Resources and tools

Category	Resource	Use	Source / link	Notes	Cost
SEE-GL	SEE-GL project website and full resource library, including the VET curriculum, e-learning system and ESG Integration Policy Recommendation Paper	Use for primary reference to project deliverables and partner contacts.	https://esg-logistic.eu/resources/	Open access	Free
Emissions and fuel	EcoTransit emission calculator; ODYSSEE-MURE database; ACEA statistical reports	CO2 calculation, energy efficiency benchmarks, fleet statistics.	ecotransit.org ; odyssee-mure.eu ; acea.auto	Reliable industry sources	Free
EU policy	EC DG MOVE (Mobility); EC DG FISMA (sustainability finance); EFRAG (ESRS); Cedefop (skills forecasts); ETF (Western Balkans skills)	Use for primary EU policy references and skills/labour-market data.	transport.ec.europa.eu ; finance.ec.europa.eu ; efrag.org ; cedefop.europa.eu ; etf.europa.eu	Official EU bodies	Free
Internal company tools to start with	Fleet management systems, tachograph downloads, safety incident logs, training records, customs documentation, supplier questionnaires.	Use these consistently and capture data the same way every time. The first step is rarely to buy a new system.	Existing internal tools	Already in use – check with operations team.	No new cost



A suggested first personal action

Pick one ESG topic connected to your job. Learn the procedure for it. Record the data correctly for a month. Make one improvement. Discuss it with a colleague. Repeat with another topic.

References

EU policy and legislation

- European Commission – The European Green Deal.
https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en
- European Commission – Sustainable and Smart Mobility Strategy.
https://transport.ec.europa.eu/transport-themes/mobility-strategy_en
- European Commission – Corporate sustainability reporting (CSRD).
https://finance.ec.europa.eu/financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en
- European Commission – EU Taxonomy for sustainable activities.
https://finance.ec.europa.eu/sustainable-finance/tools-and-standards/eu-taxonomy-sustainable-activities_en
- EUR-Lex – Sustainable and Smart Mobility Strategy, COM(2020) 789 final.
<https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52020DC0789>

CSRD and Omnibus simplification (2025)

- Akin Gump – Summary: Simplification of EU Sustainability Reporting.
<https://www.akingump.com/en/insights/alerts/summary-simplification-of-eu-sustainability-reporting>
- Crowell & Moring – EU Sustainability Reporting Revamp: Key Updates from the Omnibus I Directive.
<https://www.crowell.com/en/insights/client-alerts/eu-sustainability-reporting-revamp-key-updates-to-the-csrd-and-the-cs3d-from-the-omnibus-i-directive>
- ERM – EU Sustainability Regulations Update: CSRD & CSDDD.
<https://www.sustainability.com/insights/eu-regulations-update-csrd-and-csddd-close-to-the-finish-line/>
- CSE – EU Sustainability Reporting 2025: What Changes & How to Prepare.
<https://cse-net.org/eu-sustainability-reporting-changes-2025/>

Eco-driving and fuel efficiency

- ODYSSEE-MURE – Eco-driving & CO₂ emissions: smart or modern driving initiatives.
<https://www.odyssee-mure.eu/publications/policy-brief/eco-driving-fuel-reduction.html>
- Girtelka Group / Logistics Business – Eco-driving in Europe's trucking sector.
<https://logisticsbusiness.com/transport-distribution/lorries-vans-trailers/eco-driving-in-europes-trucking-sector/>
- American Transportation Research Institute – Sustainable driving practices, Part 1: The Role of Truck Drivers in Sustainability.
<https://truckingresearch.org/sustainable-driving-practices/>



Skills, employment and the green transition

- Cedefop - Vocational education and training and the green transition.
<https://www.cedefop.europa.eu/en/press-releases/green-transition-vocational-education-and-training-can-provide-skills-needed-greening-european-jobs>
- Cedefop - Programme: green skills and jobs (VET policy timeline).
<https://www.cedefop.europa.eu/en/tools/timeline-vet-policies-europe/search/43323>
- European Climate Pact - Green skills.
https://climate-pact.europa.eu/priority-topics/green-skills_en
- European Training Foundation - Green skills.
<https://www.etf.europa.eu/en/what-we-do/green-skills>
- ETF - Survey on Jobs & Skills in the Western Balkans.
<https://etf.europa.eu/en/news-and-events/news/etf-survey-jobs-skills-western-balkans-highlights-digital-training-gap>
- UNESCO-UNEVOC - New greening qualifications and competencies in Europe.
<https://atlas.unevoc.unesco.org/europe-greening>
- CSE - The Green Skills Gap in Europe: A Critical Challenge.
<https://cse-net.org/the-green-skills-gap-in-europe-a-critical-challenge-for-sustainability/>
- Lune Climate - Can ESG help plug the logistics talent gap?
<https://lune.co/blog/can-esg-help-plug-the-logistics-talent-gap>
- Eco-Business - The ESG skills gap nobody's talking about.
<https://www.eco-business.com/opinion/the-esg-skills-gap-nobodys-talking-about/>

Western Balkans labour market

- OECD - Economic Convergence Scoreboard for the Western Balkans 2025 (Skills cluster).
https://www.oecd.org/en/publications/economic-convergence-scoreboard-for-the-western-balkans-2025_bc0babf3-en/full-report/skills-cluster_92fcced8.html
- OECD - Western Balkans Competitiveness Outlook, Employment dimension overview.
<https://westernbalkans-competitiveness.oecd.org/dimensions/EMPLOYMENT>
- World Bank - Western Balkans Labor Market Trends.
<https://wiiw.ac.at/western-balkans-labor-market-trends-2020-dlp-5300.pdf>

SEE-GL project

- SEE-GL - Skills and Employment Enhancement in Green Logistics, project website.
<https://esg-logistic.eu>
- SEE-GL - About the project.
<https://esg-logistic.eu/about/>
- SEE-GL - Resources (VET curriculum, e-learning, policy recommendation paper).
<https://esg-logistic.eu/resources/>



SEE-GL
SKILLS AND EMPLOYMENT
ENHANCEMENT IN GREEN LOGISTICS

GREEN TRANSPORT MAKE

*my job opportunity
better*



SEE-GL Consortium · esg-logistic.eu



PUČKO OTVORENO
UČILIŠTE AMC
Nova Gradiška



PANNONIA
CONSULTING



Co-funded by
the European Union

Co-funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.