



BEST PRACTICE SHEETS



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BEST PRACTICE SHEETS

Detailed best practice sheets on :

- [Atout mixité](#), an initiative of the Maison de l'Emploi Ouest Provence to : - Combat gender stereotypes; - Offer a range of services tailored to companies in terms of CSR and recruitment; - Encourage the widening of career choices for the people supported.
- [Build your project" workshops](#): These are half-day workshops run by experts in the building industry, giving participants the chance to find out about different trades in the sector through hands-on immersion.
- [The T'ES REFAIT!](#) campaign enables young people seeking educational and career guidance to find out more about training and careers in ecological building renovation. The T'ES REFAIT! platform offers an innovative format that makes it easier for young people to find the information they're looking for: it puts applicants in direct contact with apprentice training centres (CFA).
- The ["VERTS LES METIERS DEMAIN"](#) project is an initiative of the MEF du Cotentin aimed at raising awareness and training residents of the priority neighbourhoods of Cherbourg-en-Cotentin in the challenges of adapting to climate change. The aim is to develop their resilience, enhance their existing "green" skills and steer them towards the jobs of the future linked to the ecological transition. The project, launched in September 2023, will run until spring 2025.
- [FEEBAT Initial training](#): FEEBAT is a training programme on energy savings in the building industry. It offers training modules on energy renovation for building professionals.
- [FIT-Integrated on-the-job training](#): This is an on-the-job training programme for the trades involved in the lots designated by the project manager. This training can also be offered to other trades.
- [Training clause](#): This refers to a training programme on site and during the construction period for the trades designated by the project owner during the construction phase. Implementation can also be carried out by the project manager if the project owner has entrusted him with this task. This training can also be offered to other trades.
- [Environmental clauses](#): In the context of public procurement, environmental clauses define the environmental obligations of the contract holder.
- [PRAXIBAT® platforms](#): PRAXIBAT® technical platforms are designed to help building industry professionals adapt to energy-efficient building techniques and practices (certification, regulations, qualifications, etc.). The training courses are designed to enhance the skills of craftsmen, journeymen, apprentices in CFA (apprentice training centres), vocational high school students, architects, jobseekers and building instructors.
- [List of BBC renovators in the Normandy region](#): A BBC renovator is a professional approved by the Region (craftsman, general building contractor, project manager, architect) who can coordinate your renovation project, working closely with your auditor and advisor to meet the requirements of the level of cheque awarded (level 2 or BBC). At the end of the work, he'll check that the ventilation is working properly and that your home is airtight.
- [SERAFIN](#) (Sociétés territoriales de la Rénovation énergétique, Accompagnement et Financement), a [Spee company](#). Hauts-de-France Pass Rénovation and Hauts-de-France Pass Copropriété help homeowners and co-owners, whether they are occupiers or landlords, to undertake comprehensive renovation projects, regardless of their income, age or type of dwelling. These schemes enable people to undertake, implement and finance energy-saving work through comprehensive technical support and personalised financing solutions.
- [ACTIMMO](#): ACTIMMO is a programme run by the Cler network from November 2019 to October 2021, aimed at raising awareness, training and equipping property transaction professionals (estate agents, bank advisers and notaries) to become prescribers of energy-efficient renovation.

A1- ATOUT MIXITE / MAISON DE L'EMPLOI OUEST PROVENCE

GENERAL DESCRIPTION OF GOOD PRACTICE

- Bouches du Rhône / Western basin of the Grand Port Maritime de Marseille / Fos sur mer area
- The region's industrial tradition includes the petrochemical industry in the 1930s, followed by the development of the Fos-sur-Mer area to accommodate the steel and metallurgy industries in the 1970s, and finally the aeronautics industry in the 1990s.
- Although employment in heavy industry is declining, the sector is competing for labour with all the activities drained by the GPMM (logistics, transport, services, etc.).
- The role of women in industry is a key issue when it comes to meeting skills needs, particularly in the context of economic recovery.

The Maison De l'Emploi Ouest Provence has been piloting a project initially entitled "Réussir l'emploi des Femmes" and now **entitled "La diversité une richesse pour l'entreprise"**. The project is co-financed by the European Social Fund, the Conseil Régional Sud (Contrat d'Avenir), the Direction Régionale aux Droits des Femmes et à l'égalité, the French government, the Aix Marseille Provence metropolitan area and the Contrat de Ville, and its aim is to promote women's access to jobs in industry, particularly in technical fields.

Since 2009, the Diversity project has focused on 2 areas:

- Helping women to broaden their career choices,
 - ✓ A range of awareness-raising initiatives for schools, but also for all members of the public seeking employment or career (re)orientation.
 - ✓ Ateliers de Découverte des Métiers de l'industrie: an 8-day course, based on technical platforms, to discover 4 industrial trades with labour shortages
 - ✓ Additional initiatives to support career development (reconciling work and family life, etc.)
- Supporting recruiters in implementing non-discriminatory recruitment policies, including the flagship initiative, QualiJob, which is a pre-qualification initiative whose technical content is co-developed each year with employers based on their skills needs.

What is the project? How long has it been running? What local needs does the project meet?

In **2019**, the HR managers of some of the companies involved in the initial project approached the Maison De l'Emploi Ouest Provence to help them deal with a new problem: the inappropriate behaviour of some men on site, which in some cases led to the employee terminating her contract.

The response takes the form of an original initiative, co-constructed by the MDE Ouest Provence and local manufacturers.

Companies in the region wanted to :

- An initiative to support change, and not just legal training or a reminder of the law, that enables trainees to talk about their difficulties without stigmatising them, and to share their concerns with peers from other companies.
- The development of a digital tool such as a MOOC, to be widely distributed to all the companies and groups concerned.

The Atout Mixité initiative, designed to raise awareness of gender equality in the workplace among managers, middle managers and team leaders, takes the form of a 3-stage action plan:

- 1 day of face-to-face training to raise awareness of gender equality in the workplace and how to support change for an inter-company group of 15 managers
- the construction by the group itself of an awareness-raising MOOC for their peers, based on their own experiences.
- 1 MOOC of 2 hours.

Partner companies: ArcelorMittal, Elengy, Ortec, Safran, Suez

Target audience: supervisors, managers, heads or team leaders designated by the HR Director or N+1. In this case: 1 shift manager, 1 workshop manager, 4 line managers, 1 mechanical workshop manager, Manufacturing Line Manager, Central Maintenance Line Manager, Steelworks Line Manager, 1 works supervisor, 1 operations manager, etc.

Course :

Day 1:

- A phase of liberation, building confidence and gathering feedback in relation to the concepts of discrimination, diversity and professional equality
- Identifying obstacles and successes
- Diagnosis of existing facilities
- Definition of the legal context and the situations at risk for the company
- Awareness of these prejudices in day-to-day management
- How to integrate diversity into management

Day 2:

Based on the discussions on Day 1 and the assessment carried out by the trainer, the group will co-construct the content of the MOOC for their peers in the region.

- Building best practice tools together
- The essential information to be conveyed within the company
- How to integrate a woman into a 100% male team
- Communicating with your team
- Dealing with sexism in my team
- How to change my day-to-day management

Provider of the action for the MDE :

Moderator for days 1 and 2: Arnaud PISSOT

MOOC developer: FP Conseils

Success factors

The expertise of the speaker and his working method based on discussion, the power of examples and everyday situations.

WHO IS BEHIND THE PROJECT?

The Ouest Provence employment centre

WHAT ARE ITS BENEFITS/OBJECTIVES (IF APPLICABLE, HOW DOES IT COMPLEMENT OTHER INITIATIVES)?

The region had been covered for many years by initiatives aimed at women, employers and HR managers.

The work with middle management is a direct result of observations made in the field, and reinforces the regional dynamic of the fight for equality and gender diversity in the workplace.

ESTIMATED RESOURCES

Year 1:

Day 1 and 2 presentations: 3,800€ VAT not included.

Development of the MOOC = ongoing

Human resources for developing and managing the action = ¼ time

WHAT ARE THE IMMEDIATE IMPACTS AND RESULTS (NUMBER OF PEOPLE REACHED)?

Feedback :

100% of participants stated at the end of the course that they had experienced a new awareness and had changed their management style. 100% of participants wanted to get involved in the development of the MOOC.

WHAT ARE THE LIMITS OF THIS PROJECT

Mobilising companies at the start of the project.

WHAT PROSPECTS, IF ANY, ARE THERE?

Project development

The construction of E-Learning is being considered, with a view to being entrusted to an external service provider. It should be operational by early 2024. The distribution methods have not yet been decided.

HOW COULD THIS PROJECT BE DUPLICATED, TAKEN UP BY ANOTHER STRUCTURE OR OTHER TERRITORIES ?

The same issues of difficulty in integrating women into site teams were raised in the various national and local working groups.

The Ouest Provence employment centre is proposing to try out the Atout Mixité model in the construction sector in the Aix-Marseille metropolitan area. To roll out the model, it is essential to bring together the entire employment and training ecosystem, which is convinced of the need to diversify the types of profiles by promoting a mix of professions.

A2- BATIS TON PROJET WORKSHOP

GENERAL DESCRIPTION OF GOOD PRACTICE

Practical workshops to help jobseekers discover the building and finishing trades, and to create synergies between local employment and training players.

Use of tools: 2 mock-ups to visualise airtightness issues. 12 cubicles enabling 16 people to practise 8 trades. The "Practee Truck" for workshops of 8 people.

Start-up in 2021 with funding from the Hauts-de-France Regional Council and a consortium of 4 employment centres, AVE and Practee Formation.

What local needs does this project meet?

- Challenges facing the building sector as part of the ecological transition.
- National and regional guidelines to support the sector.
- A large number of renovation projects requiring manpower
- Jobseekers with little interest in the building trades.
- Poor image of professions
- Recruitment difficulties for companies and training courses.
- Inadequacy between employee declarations and actual skills.

WHO IS BEHIND THE PROJECT?

Cambr sis Emploi (employment centre)

WHAT ARE ITS BENEFITS/OBJECTIVES (IF APPLICABLE, HOW DOES IT COMPLEMENT OTHER INITIATIVES)?

OBJECTIVES :

- Discover the building trades
- Inspiring vocations and creating pathways to employment
- Assessing skills
- Raising awareness of building issues

ORGANISATION :

- Handling and learning gestures and techniques in simulators
- Supervision of workshops by Practee Formations trainers

TARGET :

- Jobseekers: men and women of all ages and abilities
- With or without qualifications BUT able to read
- With or without building experience.
- Open to employees in the integration sector and to disabled people

PARTNERS :

- Local Public Employment Service (SPEL) Mission Locale, P le Emploi, Cap Emploi
- SPEL partners: social centres, SIAEs, dedicated structures CORIF, SOLFA, etc.

WORKSHOP SCHEDULE :

- Presentation of Proch'Info Formation and the training on offer from the Regional Council and work-linked training
- Raising awareness of renovation and airtightness
- Quiz on basic skills and business know-how
- Practising different trades in the workshop modules (discovery or assessment)
- On-the-spot feedback (assessment of individual skills and competencies)
- A summary with recommendations and observations is sent to the prescribers for the implementation of pathways towards training or employment in particular.

INTERESTS :

- Involvement of all local partners
- Practical, mobile and fast-paced 1/2-day workshops to encourage vocations and help with sourcing (employment and training)
- Help with integrating training
- Help in identifying the public for recruitment by tradespeople
- Help with routes
- Often juxtaposed with a local event (forum)

ESTIMATED RESOURCES

- Estimated cost of the action :
- Human resources required: 1 FTE
- Specific technical requirements: safety equipment used during workshops

WHAT ARE THE IMMEDIATE IMPACTS AND RESULTS (NUMBER OF PEOPLE REACHED)?

In 2021 :

- 20 workshops: 18 discovery workshops and 2 evaluation workshops
- 136 people welcomed - average attendance rate of 67
- 90% of participants found the workshops very interesting or interesting
- 86% of participants said they were interested in building after the workshops
- 38% declare that they are in a building-related career path 2 to 10 months after the workshops

The region's employment and training partners are all convinced of the value of these tools.

WHAT ARE THE LIMITS OF THIS PROJECT

- Financing
- Involvement of the various players
- Mobilising the public

WHAT PROSPECTS, IF ANY, ARE THERE?

Project development

- Continuation of workshops in 2022 and 2023 with a new tool, the Practee Truck
- Seeking out new professions and setting up tailor-made workshops.

Examples of new professions

- Roofers
- Heat pump installers
- Structural work
- Some of the jobs linked to the Seine-Nord Canal

How could this project be duplicated, taken up by another structure or other territories?

Conditions for success :

- Mobilising the region's specifiers and ensuring that they take ownership of BTP
- Instructors who are professionals in the building trade, educational and caring.
- The skills and human qualities of the building and civil engineering coordinators (including their ability to look at people in the right way and their benevolence "they know how to put people at ease").

A project manager with legitimacy and legitimacy

- Involvement of professional organisations to legitimise action
- Building and civil engineering workshops well linked to training initiatives
- "So that everyone is included".
- Good carrying and coordination
- Addressing peripheral barriers (such as mobility and basic skills).

A3- CAMPAGNE T'ES REFAIT

GENERAL DESCRIPTION OF GOOD PRACTICE

"T'es Refait" is a recruitment campaign for young people in the construction and renewable energy sectors.

Launched in 2022, the campaign will stop airing at the end of September 2023.

With almost 800,000 renovations in the housing sector, the construction industry needs to recruit 300,000 apprentices, despite the fact that the sector is already facing a labour shortage. This campaign is therefore national in scope.

The channels are multiple, since we use both affinity social networks (Facebook, YouTube, Instagram, Tik Tok, LinkedIn, etc.) and via display on platforms dedicated to job searches: Study Smarter, Golden Bees, Indeed.

The aim is really to make direct contact with young people using their codes and usual networks.

There were more applicants between August and September.

Web link to the site: <https://www.tesrefait.fr/>

WHO IS BEHIND THE PROJECT?

To meet the challenge of energy renovation, CCCABTP, an accelerator of innovation in training for the building trades, and ADEME, responsible for implementing public policies linked to the ecological transition, have joined forces to launch this major digital recruitment campaign.

WHAT ARE ITS BENEFITS/OBJECTIVES (IF APPLICABLE, HOW DOES IT COMPLEMENT OTHER INITIATIVES)?

The show culminates in a web series called "T'es Refait".

Aimed at 15-24 year-olds, it aims to promote training and careers in energy renovation to young people by creating the conditions for direct contact with training organisations via a dedicated platform.

The aim is not just to steer them towards a qualification, but above all towards a career. The messages are intended to be dynamic and appropriate both for the language of the young audience and for the parents who accompany them.

Once interested, future candidates are directed to a platform where they can find out more about the 30 professions in the sector's 8 streams, and register to be put in touch with their nearest CFA.

ESTIMATED RESOURCES

Estimated cost of project: €1 million

Human and technical resources required: A Digital Performance and Growth Marketing consultancy was hired for this campaign. The teams produced the 30-episode web series and all the associated graphics and messaging, and are monitoring performance on a weekly basis and optimising targeting to achieve better conversions. At the same time, another agency is involved in advertising buying, based on recommendations.

WHAT ARE THE IMMEDIATE BENEFITS AND RESULTS (NUMBER OF PEOPLE REACHED, ETC.)?

To date, more than 15,000 candidates have registered on the platform to be put in contact with apprentice training centres.

WHAT ARE THE LIMITS OF THIS PROJECT

WHAT PROSPECTS, IF ANY, ARE THERE?

Development of the project: not yet known

A4- GREENING TOMORROW'S JOBS

GENERAL DESCRIPTION OF GOOD PRACTICE

GREENING THE JOBS OF TOMORROW Adapting to climate change in the QPVs Employability and guidance for jobs in the ecological transition

Launched in September 2023, the project is due to run until spring 2025.

What local needs does this project meet?

While we are all aware of environmental and social issues, it is not always easy to make the link with our professional activities. That is precisely one of the benefits of this project, which aims to make the link between professional actions and their concrete effects on the environment.

These factors may reflect the need to give meaning to one's career plans for people who are looking for a new way of looking at themselves, and to see the value of careers in a new light, making them more attractive.

This is very important because the ecological transition, and in particular the major project to renovate the energy efficiency of the building stock, will not succeed without a sufficient number of workers with the necessary skills.

WHO IS BEHIND THE PROJECT?

The Cotentin MEF

WHAT ARE ITS BENEFITS/OBJECTIVES (IF APPLICABLE, HOW DOES IT COMPLEMENT OTHER INITIATIVES)?

- The recurrence of heatwaves, droughts, the frequency of intense rainfall, health risks and changes to coastlines are all accelerating awareness of the inevitability of climate change.
- Faced with this situation, there are two tactics: (1) mitigation efforts aimed at containing the frequency and intensity of hazards; (2) adaptation to reduce exposure and vulnerability.
- The changes that are about to take place are part of a process with multiple rebounds, cascading consequences and long-term effects, and need to be the subject of acculturation aimed at creating a genuine awareness of risk.
- The project does not favour a purely reactive mode of adaptation (creating dykes, installing air conditioning) but a transformational mode of adaptation, which aims to adopt practices that limit the increase in risk (culture of sobriety).
- Adapting to change is a major challenge for society, raising questions of ecological and social justice. In particular, it is to be feared that the deleterious consequences mentioned above will be exacerbated for those who do not have the appropriate means to protect themselves.
- This is particularly the case in disadvantaged neighbourhoods (QPV), where vulnerability needs to be taken into account and remedied, in particular through collective action to deal with environmental tensions.
- Adaptation depends on a number of factors, such as the age pyramid, the social values of communities, the overall mobilisation of players in the neighbourhoods (particularly in the economic sphere), the configuration of the sites and the opportunities they offer. That's why we need to work together to build solutions based on a community of interests, practices and values that link local and global scales.
- Efforts to adapt to or mitigate climate change will have a massive impact on the world of work by "forcing" the greening of practices, transforming the way many professions are practised, and leading to the emergence of new ones.

- Adapting to the environmental and social impacts of climate change in the inner city is an opportunity to look at the issue from the point of view of work, professions and the skills needed to prevent and combat them.
- The (re)discovery of certain trades (often under pressure) that make sense in terms of the ecological transition and adaptation to climate change (building trades) can make them attractive and give the jobseekers and young people we meet the desire to find out more.
- But for this to be a success, the world of work and business must also have anticipated the changes and be prepared to train and adapt to this workforce.

The operational objectives are varied:

- Improving the resilience of communities living in disadvantaged neighbourhoods by involving them in the search for solutions tailored to their needs and aspirations
- Involving local residents in the dynamic of change imposed by the ecological transition and developing an awareness of risk that facilitates the adoption of attitudes and behaviour that "mitigate" change and are appropriate in the event of extreme events.
- Giving a voice to residents who are employed, jobseekers or unemployed, who have ideas, talents to bring to the table, things to share, specific needs or skills to develop, and the desire to train, create a business with an impact or get involved in improving the way the neighbourhood works.
- Contribute to physical and mental health by improving knowledge of its capabilities and the environment, and by promoting outdoor activities.
- Take advantage of the various operations carried out in the living environment of residents (ORU in the Horizons QPV, refurbishment of the Roche Fauconnière garden (on the edge of the Provinces QPV); work around the Place Jean Moulin in Maupas) to illustrate different adaptation solutions and carry out actions to promote the trades.
- Promote the attractiveness of the green and greening professions of tomorrow, and provide information to help people find their way into these professions.
- Promote existing good practice and help local residents to take action by developing forward-looking approaches that enable them to participate in local solutions, particularly in relation to career guidance and the development of employability.
- Trying to mobilise companies and economic players to adapt their practices and contribute to the greening of their businesses

ESTIMATED RESOURCES

Estimated cost of the project: 45,000 euros

Human and technical resources required :

- Support provided by "Courant Alternatif", which develops approaches tailored to the needs and expectations of projects.
- The presentation of a straightforward assessment of the current situation is designed to mobilise and empower people to take collective and individual action.
- The sessions are designed to be highly interactive, with rich and constructive exchanges. To facilitate interaction, and bring a little levity, the presenter uses various everyday objects that say more than they appear to about our relationship with each other, the environment and energy.
<https://www.courantalternatif.eu/>

WHAT IS THE IMMEDIATE IMPACT AND RESULTS (NUMBER OF PEOPLE REACHED)?

10,000 people concerned

- There are plans to organise ½ day "Verts les métiers de l'adaptation" events in each of the neighbourhoods (for residents and businesses) and in each of the 4 secondary schools from spring 2024.
- These events will feature a variety of stands, practical workshops on a range of trades, discoveries of materials recovery, the use of low-carbon materials, testimonials from businesses, information on training and career paths, illustrations of what is known as sustainable digital technology, the manufacture of LowTech tools, the repair of everyday objects, simple exercises to reconnect with living beings, the meaning of soil fertility, fresh, drinkable water, and so on.
- Each half-day will conclude with a collective intelligence workshop led by the "Courant alternatif" organisation, which will look at the whys and wherefores of adapting to climate change and the fact that we are still trying to mitigate its effects.
- There are ways to act, everyone can contribute something, companies have assets to put forward, it is possible to commit to actions that make sense, to participate in the resilience of the region, to renew the image of one's company, to attract young people, to orientate oneself towards professions that will enable us to fight, adapt or mitigate the effects of the changes underway.
- Each workshop should lead to actions chosen by the participants (exploration of the building trades, biodiversity, for secondary school students) and civic commitments that the project intends to support for the benefit of trades that are currently little-known, unattractive, poorly regarded and not highly valued.
- At the moment, we are holding a kick-off workshop on 27 October to prepare for this support: making an inventory of the variety of initiatives being taken in the field of ecological transition and adaptation to climate change, defining the links between these initiatives, devising new actions, identifying the obstacles to be overcome, thinking about how to mobilise residents, users and businesses, proposing job descriptions, visits to sites and innovative processes, etc. 41 local players from a wide range of backgrounds have already signed up.

WHAT ARE THE LIMITS OF THIS PROJECT

The originality of this project lies in the fact that it tackles the issues of adapting to change from the angle of employment, employability, feminisation, and guidance towards careers in the ecological transition. However, there is a major risk here: **the mismatch between the timetables** for ecological needs, economic interests, the slow evolution of practices, the labour market and the needs of MO, the integration of a culture of sobriety, the evolution of training and the updating of the training of trainers:

- The major risks to the planet's viability mean that the ecological transition is largely driven by public policy, whereas most past or current transitions (globalisation, coal phase-out, digitisation, AI) have been or are largely driven by the market.
- The ecological transition of the economy requires a great deal of adjustment to protect profitability, and progress is slow. But businesses are not above ground, and they too will have to adapt.
- This creates a mismatch with the need for low-skilled "green" labour, when it is the low-skilled who would benefit most from training in the areas of ecological transition.
- Political decision-makers could act through the lever of public procurement, initiate the changes that need to be made, and have an influence on the effects of supply and demand on labour markets.
- The greening of labour markets will have an impact on people and working environments, creating new types of jobs while requiring support for those under threat.
- The ecological transition will lead to a change in the skills required for many other jobs, from construction and agriculture to transport and the textile industry. Faced with these transitions, it is essential to adopt a local perspective, with economic development, skills development and business support programmes that will complement national ecological transition policies.

- Women are significantly under-represented in green jobs on local labour markets. More than two-thirds of green jobs (72%) are held by men and less than a third (28%) by women. More can and must be done to attract women into green jobs in order to accelerate the ecological transition in the race to achieve zero emissions by 2050.
- The ecological transition is cross-cutting and affects all professional activities. A recent OECD study shows that workers currently employed in non-green jobs, or jobs that have not gone green, and in particular "polluting" jobs, tend to be less qualified. These workers, who are most in need of re-skilling, are less likely to engage in training.

Continuing training and adult learning are essential tools for managing labour market transformations such as the ecological transition. They provide workers with the training they need to upgrade or retrain, or to enter medium- or low-skilled occupations that require real know-how in activities such as waste recovery or energy renovation.

The level of mobilisation and involvement of institutional partners.

WHAT PROSPECTS, IF ANY, ARE THERE?

Project development: **COMPANIES**

They will also have to anticipate efforts to adapt so as not to be subjected to them: transforming certain practices, moving towards greater sobriety, saving energy, thinking about the carbon footprint of their supplies, eco-design, favouring renewable materials, trying to make the most of co-products/waste and stocks of unsold goods, pooling the purchase of more ecological but costly technologies, pooling the purchase of more common equipment that ultimately proves to be under-used, participating in the local retrofitting of light commercial vehicles (such as the Citroën C15) into simple, sober electric vans (limited to 80 km/h).

Involving the companies that work in these disadvantaged neighbourhoods would make it possible to anticipate the possible effects of their transitions in terms of HR so as to optimise them for the benefit of the workforce living in the neighbourhoods: effects of pooling, new needs, new services, increased skills, availability of "resources" to be developed, etc. These changes and adaptations can make it economically viable to structure local supply chains, justify the relocation of suppliers and the emergence of structures to ensure the maintenance of equipment and the logistics that go with it, and consequently create jobs that cannot be relocated, as well as new activities for local jobseekers and concrete outlets for young people studying in the neighbourhoods.

Direct" players identified in the QPV (see indirect and induced effects on economic relations outside the QPV) :

MEF, integration projects, NGOs, building trades, shops (cobblers, hairdressers, bars, tobacconists, bakers, grocery shops, supermarkets, restaurants), places of worship, weekly market traders, a variety of personal services, restaurants, doctors' surgeries, paramedical practitioners, pharmacies, social landlords, Amont Quentin business park, green space services, Botanical park, Schools (nursery, primary, secondary), Fire station, Digital village, EHPAD, Nursery, Bicycle repair association, Post office, Computer repair, Maison Pour Tous, INFREP training centre, Espace solidaire Olympe de Gouges, State services, Local mission, PLIE, Pôle emploi, Sports associations, Varied network of associations.

A5- FEEBAT INITIAL TRAINING

GENERAL DESCRIPTION OF GOOD PRACTICE

What is the project?

The FEEBAT scheme is an EEC programme that finances the design and delivery of initial and continuing training in energy renovation.

How old is it?

Launched in 2007, the programme will run until the end of the year. In view of the interest shown and the resources committed, it is hoped that the programme will be continued.

What local needs does this project meet?

This project is national in scope, with specific training modules for the French overseas departments.

Web link to the website: <https://www.feebat.org>

WHO IS BEHIND THE PROJECT?

The programme is now run by ATEE, with AQC providing the initial training. The programme has a steering committee made up of the FFB, the CAPEB, the DHUP, the DGEC and ADEME. In the event of disagreement within the steering committee, arbitration is requested from the RGE partnership body.

WHAT ARE ITS BENEFITS/OBJECTIVES (IF APPLICABLE, HOW DOES IT COMPLEMENT OTHER INITIATIVES)?

The aim is not just to steer them towards a qualification, but above all towards a career. The messages are intended to be dynamic and appropriate both for the language of the young audience and for the parents who accompany them.

Once interested, future candidates are directed to a platform where they can find out more about the 30 professions in the sector's 8 streams, and register to be put in touch with their nearest CFA.

ESTIMATED RESOURCES

Estimated cost of project: €1 million

Human and technical resources required: A Digital Performance and Growth Marketing consultancy was hired for this campaign. The teams produced the 30-episode web series and all the associated graphics and messaging, and are monitoring performance on a weekly basis and optimising targeting to achieve better conversions. At the same time, another agency is involved in advertising buying, based on recommendations.

WHAT ARE THE IMMEDIATE IMPACTS AND RESULTS (NUMBER OF PEOPLE REACHED)?

To date, more than 15,000 candidates have registered on the platform to be put in contact with apprentice training centres.

A6- FORMATION INTEGREE AU TRAVAIL (FIT)

General description of best practice

What is the project?

The Formation Intégrée au Travail (FIT) is a teaching method used on major renovation or new-build sites to train professionals in the specific skills required: working together, airtightness, ventilation. The training is short (15 hours for site workers, 11 hours for supervisors) and takes place on a mobile PRAXIBAT platform, installed in a maritime container dropped off at the worksite for the duration of the sessions. Learner groups are limited to 8 participants, who must come from several different trades. Trainers are selected according to a number of criteria and trained in the method. By the end of April 2024, some forty FITs had been organised in the Hauts-de-France region. The impact of these training courses on the energy savings achieved in buildings constructed or renovated by professionals who have attended an FIT is currently being evaluated (results expected in June 2024). Without waiting for these analyses, the project owners concerned are unanimous about the value of this training. One of them summed up his opinion and that of his colleagues in 2020:

"The FIT enables us to achieve our airtightness targets for our renovation work on housing in the coalfield. The aim is to achieve a coefficient of 1.7. Inspections generally give a result of between 2.5 and 3.0 after work. With the FIT, we achieved 0.8 in Rouvroy and 1.3 in Méricourt. Why these good results? Most of the site workers are not trained in the use of new materials and are not used to coordinating their work on site (despite all the site meetings). FIT solves these 2 problems.

Mickael DEJONGHE, rehabilitation project manager, SIA Habitat

WHO IS BEHIND THE PROJECT?

CD2E, Alliance Villes Emploi and Constructys.

To set up a FIT in an employment area, you need :

- Identify markets in the employment area that are suitable for organising an FIT
- Convincing owners and contractors to agree to an FIT being organised on their site
- Mobilising a qualified FIT trainer
- Mobilising a mobile platform (container) FIT
- Supporting clients, project managers and contractors before and during the training course

WHAT ARE ITS BENEFITS/OBJECTIVES (IF APPLICABLE, HOW DOES IT COMPLEMENT OTHER INITIATIVES)?

For project owners: greater likelihood of achieving performance targets, with fewer quality and rework problems (testimonials available).

For companies: a training offer that meets their needs and constraints.

ESTIMATED RESOURCES

Human

- The time of a person responsible for each FIT in the employment area where it takes place
- Logistical and technical support
- The trainer

Logistics

- The FIT mobile platform

Financial

- Training costs may be covered by Constructys

WHAT ARE THE LIMITS OF THIS PROJECT

The main technical limitation is the size of the site: it has to be large enough to accommodate more than fifteen journeymen from at least 4 different trades at any one time.

The other limitation is the resources available.

WHAT PROSPECTS, IF ANY, ARE THERE?

If we want all the professionals working on "high-performance" projects to master the specific skills required for these projects, all these professionals would have to undergo at least one FIT (or Praxibat fixed platform training course).

Assumption of 1 million people to be trained over 5 years in groups of 10, with 20,000 FITs per year spread across 250 employment areas.

A7- THE TRAINING CLAUSE

GENERAL DESCRIPTION OF GOOD PRACTICE

Project owners can include a clause in their invitations to tender stipulating that the companies awarded the contract must provide training (FIT for example) for all their personnel working on the site covered by the invitation to tender.

For these "training clauses" to be included in invitations to tender, the following conditions must be met;

- Identify upcoming projects in advance
- Convincing the owners of these sites to include a training clause in their call for tenders
- Convincing the prime contractor of the relevance and interest of the training clause
- Ensure that there is a training offer that meets the needs of the project owner and contractors (ideally FIT; or Praxibat training on the five platform).
- Provide support to companies, the project owner and the project manager if necessary (particularly during the first action)

Link to the FIT guide with an example clause

https://laclauseverte.fr/liste_des_clauses/action-de-formation-integree-au-travail-fit-2/

WHO IS BEHIND THE PROJECT?

Alliance Villes Emploi with its network of members and the CD2E

WHAT ARE ITS BENEFITS/OBJECTIVES (IF APPLICABLE, HOW DOES IT COMPLEMENT OTHER INITIATIVES)?

For the contracting authority, the interest is in having a guarantee that the companies will have the basic skills required to carry out the work and achieve the performance targets set. For companies, the clause is an opportunity for their employees and managers to improve their skills.

ESTIMATED RESOURCES

The time of a person in the employment area to :

- Identifying upcoming projects and convincing the owners of these projects to include a training clause in their call for tenders.
- Supporting project owners, project managers and companies in implementing the clause.

WHAT ARE THE IMMEDIATE IMPACTS AND RESULTS (NUMBER OF PEOPLE REACHED)?

The quality of the work and the achievement of energy performance targets are the benefits of implementing the training clause, as reported by the project owners in Hauts de France who use it and systematically include it in their calls for tenders (social landlords, local authorities).

WHAT ARE THE LIMITS OF THIS PROJECT

The site must be large enough (see FIT sheet)

There must be a training offer enabling companies to meet the requirements of the clause under good conditions.

The presence in the employment area of people available to organise and support the implementation of the training clause (similar to what exists for the "social clause").

WHAT PROSPECTS, IF ANY, ARE THERE?

The training clause could be extended to all contracts of an appropriate size, starting with those of social landlords and local authorities (regions, departments, EPCIs, etc.).

An alternative should be sought to encourage companies to add to their skills in the absence of suitable markets.

A8- ENVIRONMENTAL CLAUSES

GENERAL DESCRIPTION OF GOOD PRACTICE

This is a set of clauses to be included in contracts, particularly public procurement contracts, to facilitate and develop the use of bio-sourced materials in building construction and renovation projects, as well as on indoor air quality.

But these clauses can also be used for supply and service contracts in the fields of building, public works, waste, energy and fluids, maintenance of premises and other subjects outside the scope of development.

The [CD2E](#), in collaboration with a number of partners, has designed the laclauseverte.fr website, where the [environmental clauses tab](#) allows volunteer project owners to search, according to the type of contract and project, for the texts of clauses to be introduced into public contracts, to impose bio-sourced solutions on predefined lots. In particular, they will make it possible to ensure the competence of design and control BETs, when the techniques do not benefit from professional rules or ATEX.

In addition, the [Guichet Vert](#), a free environmental advice service for all purchasers subject to the Public Procurement Code, has been set up in each region to provide information on bio-sourced and low-carbon materials to local authority staff.

This site is regularly updated and expanded.

The tool provides a technical and legal response to those drafting specifications for public authorities, to help them implement their local environmental policies.

Web link to the site: <https://laclauseverte.fr/>

WHO CARRIES THIS TOOL?

[CD2E](#)

WHAT ARE ITS BENEFITS/OBJECTIVES (IF APPLICABLE, HOW DOES IT COMPLEMENT OTHER INITIATIVES)?

The aim is to reassure contracting authorities about the legal validity and technical performance of imposing the use of green, "non-traditional" products in contracts.

ESTIMATED RESOURCES

Estimated cost of action :

Human and technical resources required :

- Information for purchasers and writers of public contracts
- support for the network of "green window" operators to develop information on bio-sourced and low-carbon materials and training for permanent staff

A9- PRAXIBAT ® PLATFORM

GENERAL DESCRIPTION OF GOOD PRACTICE

The PRAXIBAT training centres are designed to train building professionals (students, apprentices, journeymen, supervisors) in energy-efficient building techniques and practices.

The PRAXIBAT teaching method consists of placing learners in a context as close as possible to their professional activity, with two essential objectives:

- Giving meaning to the quality of implementation on energy performance projects
- Manage business interfaces effectively.

There are different types of trays: "efficient ventilation"; "opaque walls"; "efficient lighting".

Most of these centres have been set up in apprentice training centres and vocational colleges. There are more than 150 of them.

They are rarely used by companies, who are often unfamiliar with them.

A mobile version, with the tray placed in a transportable maritime container, has been designed for FIT (see sheet).

WHO IS BEHIND THE PROJECT?

PRAXIBAT was developed by ADEME, which financed its implementation with the support of the Regions. There is currently no national support.

WHAT ARE ITS BENEFITS/OBJECTIVES (IF APPLICABLE, HOW DOES IT COMPLEMENT OTHER INITIATIVES)?

PRAXIBAT's teaching methods and tools are well suited to the needs and constraints of companies that want to work on high-performance sites. The training courses are short, practical and cross-disciplinary.

ESTIMATED RESOURCES

To enable PRAXIBAT training courses to be provided for craftsmen and journeymen, the following is required;

- A PRAXIBAT platform that is close by and accessible (access problems in secondary schools)
- A PRAXIBAT-trained trainer
- OPCO funding

WHAT ARE THE IMMEDIATE REPERCUSSIONS AND RESULTS (NUMBER OF PEOPLE REACHED)?

Students, apprentices, craftsmen, journeymen and supervisors trained using the PRAXIBAT teaching method and platform have a better grasp of the knowledge and skills they need to work on sites with performance targets, with the resultant gains in quality and energy efficiency. It will be possible to measure the impact of the mobile PRAXIBAT platform used for the FIT.

WHAT ARE THE LIMITS OF THIS PROJECT

They are of two kinds: tangible and intangible.

Physical limits

There are not enough accessible platforms and qualified trainers to meet training needs in all employment areas (see also FIT sheet).

Immaterial limit

The availability of companies for training courses is low, and their ignorance of PRAXIBAT is almost total.

WHAT PROSPECTS, IF ANY, ARE THERE?

The aim is to enable all professionals called upon to work on high-performance sites to be trained using the PRAXIBAT teaching method.

See action sheet BUS 2 number 3.1

A10- BBC RENOVATORS IN THE NORMANDY REGION

GENERAL DESCRIPTION OF GOOD PRACTICE

The "Rénovateurs BBC" scheme in the Normandy Region was created on 1 January 2018. It is an initiative to encourage the energy renovation of individual homes (houses) in Normandy to make them more energy-efficient and compliant with BBC (Bâtiment Basse Consommation) standards.

The Normandy region has introduced financial aid ([subject to certain conditions](#)) for carrying out an energy audit of a home (€500) and for carrying out the work (up to €9,500 for a BBC renovation). In addition, a support scheme has been set up with the help of a "BBC renovator", who will coordinate the work.

MaPrimeRenov, CEE and other local grants can be added to this aid. To qualify for regional aid under the Chèque éco énergie Normandie scheme, private individuals must be assisted by a structure approved by the State as a "Mon Accompagnateur Rénov" and approved by the Region. When they register on the platform, private individuals will automatically be put in touch with one or more approved structures.

This scheme is available for homes over 15 years old located in Normandy, whether they are a primary, secondary or rental residence.

The originality of the approach lies in the chain of trust established between all the players involved in supporting private individuals towards a comprehensive renovation approach. Thanks to this system, private individuals are supported both in terms of :

- Technical - choosing the work to be carried out, selecting RGE companies, monitoring and checking the work carried out by the "BBC renovators", who also provide training for the companies working on the site, and for major works, checking the quality of the airtightness and ventilation,
- Financial - with support from the region for the initial audit and the work, and access to government support (MaPrimeRenov and CEE) through the compulsory use of Mon Accompagnateur Rénov.

Through this comprehensive scheme, the Normandy region has sought to meet the expectations and needs of private individuals who need a great deal of support and, above all, a guarantee of the final performance of the work to be carried out. The additional financial assistance provided by the Region makes it much easier for people to go ahead with the renovation work.

Web link to the site: <https://chequeecoenergie.normandie.fr/lesr%C3%A9novateurs>

WHO IS BEHIND THE PROJECT?

The Normandy region

WHAT ARE ITS BENEFITS/OBJECTIVES (IF APPLICABLE, HOW DOES IT COMPLEMENT OTHER INITIATIVES)?

In partnership with the Normandy Region, contracted auditors help to identify the real priorities through a comprehensive energy audit of the home. Individuals also benefit from the skills of low-energy renovators (craftsmen, general contractors, project managers and architects) trained in comprehensive renovation, who can coordinate all the work to ensure effective renovation over the long term. In one or more stages, you can achieve a low-energy house.

ESTIMATED RESOURCES

Human and technical resources required :

The region set up the scheme and ensures that it runs smoothly. It has also set up the internet platform that allows individuals to register, monitor the work and obtain subsidies.

The scheme also includes the setting up of regional committees to select the energy auditors and BBC renovators who will supervise and monitor the work and the companies involved.

Finally, these renovators set up training courses for the companies working on the sites to ensure that they have the necessary skills.

WHAT IS THE IMMEDIATE IMPACT AND RESULTS (NUMBER OF PEOPLE REACHED)?

Since its launch, this scheme has distributed 8,288 "energy vouchers" for the renovation of just as many single-family homes.

WHAT ARE THE LIMITS OF THIS PROJECT

To replicate this scheme, a region needs to have a strong commitment to putting in place a comprehensive support policy for private individuals.

WHAT PROSPECTS, IF ANY, ARE THERE?

Since MAR was set up, the region has adapted its scheme to include the prior involvement of a Renovation Accompanist.

A11- SPEE RENOVATION AND MANAGEMENT PASS IN THE HAUTS-DE-FRANCE REGION

GENERAL DESCRIPTION OF GOOD PRACTICE

The "Pass Rénovation" scheme in the Hauts-de-France region has been in operation since 1 January 2021. The aim of this scheme is to provide more intensive support for private individuals as they embark on a comprehensive renovation programme for their individual homes, apartment blocks and condominiums.

The Hauts-de-France region has set up a one-stop shop for private individuals called "Hauts-de-France Pass Rénovation": [Programme Régional pour l'Efficacité Énergétique \(PREE\)](#).

At the same time, the Region voted to roll out the [Service Public de l'Efficacité Énergétique \(SPEE\)](#) throughout Hauts-de-France, France's first public operator dedicated to energy renovation (SARE programme). Designed as a regional one-stop shop for local residents and regions, the service is aimed directly at private homeowners, both occupiers and landlords. To implement this public service, the Region has decided to create a dedicated public body (a régie), responsible for managing and running the entire operation.

The SPEE is a member of the [SERAFIN network](#), a national association of third-party financing companies that work together to promote energy renovation. Six third-party financing companies, organised in a network¹, offer a standardised service tailored to local conditions and structured in several stages:

- A visit to the home prior to renovation and an energy audit,
- Presentation of an energy renovation project including several work scenarios,
- Proposing a financing plan tailored to the renovation project,
- Coordination of the renovation process,
- Preparation of a financing plan to facilitate applications for bank loans, or a proposal for affordable direct financing, with a repayment period of up to 25 years to limit the amount of monthly payments, and taking energy savings into account to assess repayment capacity,
- Monitoring energy consumption after completion of the renovation project to check that targets have been met.

With this comprehensive scheme, the Hauts de France region has sought to meet the expectations and needs of private individuals who require a great deal of support, both technical and financial. Particular emphasis has been placed on providing greater support for co-ownerships.

Web link to the site: <https://www.passrenovation.hautsdefrance.fr/quisommesnous/>

WHO IS BEHIND THE PROJECT?

The Hauts de France Region

WHAT ARE ITS BENEFITS/OBJECTIVES (IF APPLICABLE, HOW DOES IT COMPLEMENT OTHER INITIATIVES)?

The SPEE department designs renovation projects, or has them designed by MAR, issues invitations to tender, pays for the work directly, and puts together a financing plan that includes MPR and CCE grants, takes into account the energy savings generated by the renovation work, and offers, if necessary, a third-party financing solution for the remaining costs (ECO PTZ loan) when access to a bank loan is difficult or impossible.

¹<https://serafin-renov.fr/index.php/2022/05/25/les-societes-de-tiers-financement-un-modele-interestant-pour-stimuler-une-demande-de-renovations-globales/>

The SPEE also finances energy audits for private individuals wishing to carry out comprehensive energy-efficient renovations. In all cases, the aim is to achieve minimum energy savings of 35%. For energy-efficient renovations in condominiums, a project manager is recruited and assumes full responsibility for three aspects: choosing contractors, monitoring and checking the work.

WHAT ARE THE IMMEDIATE IMPACTS AND RESULTS (NUMBER OF PEOPLE REACHED)?

In March 2024, the results are :

- 756 homes renovated, and 552 projects underway
- 11 condominiums renovated and 70 condominiums in the pipeline

WHAT ARE THE LIMITS OF THIS PROJECT

To replicate this scheme, a region needs to have a strong commitment to implementing a comprehensive support policy for private individuals.

A12- ACTIMMO

GENERAL DESCRIPTION OF GOOD PRACTICE

To be effective and meet national targets, energy renovation needs to be designed as a whole. The purchase of a property is a particularly good time to undertake this work, because the property is unoccupied and the costs can be optimally integrated into the financing of the operation. Real estate agencies, banks, brokers and notaries are key players, thanks to their expertise in property and finance, and their involvement upstream of projects. They can encourage their customers to consider such work and direct them to the France Rénov' network, a public service responsible for informing and supporting private individuals in their renovation projects.

To mobilise property professionals and raise their awareness of energy-efficient home renovation, CLER - Réseau pour la transition énergétique has coordinated the Actimmo programme, in partnership with the Hespul association, until 2021. The aim was to raise awareness, train and equip property transaction professionals (estate agents, bank advisers and solicitors) to become prescribers of energy-efficient renovation.

The Actimmo programme was based on a methodology tested by the Hespul association on the territory of the Syndicat de l'Ouest Lyonnais between 2017 and 2018:

1. Get to know transaction professionals by visiting branches for in-depth meetings with management.
2. Train our teams in the challenges of efficient renovation and equip them with the tools they need to advise and guide their customers.
3. Build lasting partnerships, by signing charters, carrying out studies on homes for sale, communication initiatives, etc.

This methodology has been enriched throughout the programme by additional initiatives and feedback from the winners.

CLER - Réseau pour la transition énergétique and Hespul have trained more than 60 winners in the methodology, providing them with a range of tools:

- Contact and activity tracking software
- Business tools (Ecorénover, Thermix, Préco'immo, etc.)
- Communication tools (brochures, flyers, posters, etc.)
- Training materials and model charters

Project was on going from 2019 to 2021

Web link to the website: [Programme Actimmo CLER](#)

WHO IS BEHIND THE PROJECT?

The initial programme was designed and run by CLER

Since 2022, the [SARE](#) programme has taken over. It enables regions that so wish to continue their efforts to mobilise professionals via the France Rénov network.

ESTIMATED RESOURCES

Human and technical resources required :

Field representative.

WHAT ARE THE IMMEDIATE IMPACTS AND RESULTS (NUMBER OF PEOPLE REACHED)?

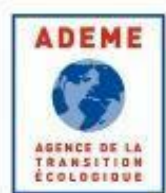
The programme was implemented by 28 local structures selected following a call for expressions of interest launched by the CLER Energy Transition Network in June 2019. Their work has enabled them to meet more than 6,000 structures and to refer at least 3,000 private individuals to the Espaces Conseil France Rénov'.

WHAT ARE THE LIMITS OF THIS PROJECT

Implementation is very time-consuming, and requires the mobilisation of elected representatives and professionals to convince them to take part in ACTIMMO training courses.

WHAT PROSPECTS, IF ANY, ARE THERE?

An evaluation of the ACTIMMO programme has led to the proposal of an action sheet on this subject in BUS2.



ADEME IN BRIEF

At ADEME - the French Environment and Energy Management Agency - we are resolutely committed to the fight against global warming and the degradation of resources.

On all fronts, we are mobilising citizens, economic players and regions, giving them the means to move towards a resource-efficient, low-carbon, fairer and more harmonious society.

In all areas - energy, the circular economy, food, mobility, air quality, adaptation to climate change, soil, etc. - we advise on, facilitate and help to finance numerous projects, from research to sharing solutions.

At every level, we put our expertise and foresight at the service of public policy.

ADEME is a public body under the authority of the Ministry for Ecological Transition and the Ministry for Higher Education, Research and Innovation.

ALLIANCE VILLES EMPLOI IN BRIEF

Founded in 1993, Alliance Villes Emploi is the national network of local authorities involved in issues of integration, employment and economic development. It brings together more than 200 local councillors of all political hues, united by the conviction that the most appropriate level of intervention is at local level, in living and employment areas.

To this end, the association federates the tools and mechanisms deployed by its members, in particular the Maisons de l'Emploi (MDEs) and the Plans Locaux pour l'Insertion et l'Emploi (PLIEs), and runs the network of social inclusion clause facilitators.



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