



NEWSLETTER

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Vietnam National Institute of Occupational Safety and Health - VNNIOSH



ACTION MONTH ON OCCUPATIONAL SAFETY AND HEALTH 2026:

FROM THE NATIONAL LAUNCHING CEREMONY TO A SERIES OF ACTIONS FOR WORKERS



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On the morning of April 24, 2026, in Quang Ninh Province, the launching ceremony for the Workers' Month and Action Month on Occupational Safety and Health (OSH) 2026 officially kicked off the nationwide campaign leading up to the action month in May. With the theme: *"Innovating management and improving the efficiency of OSH in the digital era"*, the event not only served as an annual launch but also clearly demonstrated the determination of the Party, the State, trade union, businesses, and the entire society in building a safe, modern working environment that puts people at the center of sustainable development.

Speaking at the ceremony, Mr. Do Thanh Binh, Minister of Home Affairs, emphasized the consistent message: do not trade the safety of workers for output and economic growth. This is a particularly important direction in the context of Vietnam simultaneously facing many new challenges such as digital transformation, climate change, productivity pressure, and the rapid changes in employment models. This year's theme shows that OSH work is no longer limited to implementing legal regulations, but is strongly shifting towards innovation in governance, application of technology, and building a broader safety culture across production sectors.



Delegates press the button to launch the 2026 Action Month on OSH and Workers' Month

The launch ceremony also reflected the positive results that Vietnam has achieved in 2025: a reduction in occupational accidents and damages, increased social awareness, the widespread adoption of many advanced safety management models, and hundreds of thousands of technical innovation initiatives from workers. However, the potential risks in high-risk industries, along with new factors arising from automation and a changing work environment, continue to demand stronger innovation for the national OSH system.

Later in the afternoon, the 2026 National Dialogue Conference on OSH continued the spirit of the launch ceremony with an open policy forum between state management agencies, trade union, and the business community. Here, many businesses frankly raised "bottlenecks" in policy implementation, such as inspection procedures, training, accident reporting, and the need to digitize management processes. These recommendations not only reflect production realities but also show that OSH works are increasingly linked to the competitiveness, operational efficiency, and sustainable development of businesses. Learning from practical experience is considered a crucial step in further improving the institutional framework, aiming for a more flexible, modern, and effective management system.

Previously, a series of specialized and practical activities took place, creating an important foundation in terms of awareness, science, and action for this year's Action Month:

On April 16 in Hanoi, the "Workers' Health Day" and the seminar "Proactive Health Care" organized by the Vietnam General Confederation of Labour emphasized the trend of shifting from "treatment" to "prevention", from passive response to proactive health management. Programs such as occupational health check-ups, occupational disease counseling, mental health care, and guidance on preventive practices have provided a more comprehensive approach to workers' health in the modern context.

During these activities, VNNIOSH continues to

clearly demonstrate its role as a core professional organization, connecting scientific research with direct care for workers. The Occupational Health Center under VNNIOSH, directly organized examinations, consultations, and occupational disease risk screenings for workers working in hazardous environments. At the same time, experts from the institute also participated in guiding practical training, disseminating knowledge, and improving the self-protection capacity of workers, contributing to turning professional knowledge into concrete and practical actions.

On April 23 in Quang Ninh Province, the seminar "Trade union innovates and enhances the effectiveness of occupational safety and health in the digital era" highlighted the new role of trade union in the context of digital transformation. Beyond simply protecting rights in the traditional sense, trade union gradually becomes an important entity in modern risk governance. In particular, the presentation of Dr. Nguyen Anh Tho, VNNIOSH's Director General on OSH management using digital technology emphasized the potential of AI, smart sensors, and real-time data systems in early risk identification, supporting businesses in transitioning from manual to data-driven management. Through this, the institute not only performs the research role but also contributes to innovating management mindset for the national OSH system.

Overall, from the national launching ceremony and policy dialogue to the preceding specialized activities, the series of events in April 2026 created a strategic stepping stone for the Action Month on OSH in May. This was not only organizational preparation but also a process of strengthening awareness, promoting policy reforms, enhancing the application of science and technology, and raising the role of stakeholders. In that process, VNNIOSH stands out as a crucial link connecting science, policy, and practice, contributing to building a more modern, proactive, and humane working environment – where the safety of workers truly becomes the foundation for sustainable development.

Expanding international cooperation in occupational safety and health: **Development orientation of Vietnam National Institute of Occupational Safety and Health in the digital era**

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1. Background

In recent years, Vietnam has promoted international integration in the field of occupational safety and health (OSH) through approaching and applying international standards and conventions; promoting the development of a safety culture in the workplace; and at the same time improving the quality of science and technology services in the field of OSH. This is also one of the important conditions that helps Vietnam effectively implement international commitments and new-generation free trade agreements, aiming for sustainable socio-economic development.

In the context of digital transformation, innovation, and in-depth international integration, international cooperation is not only a channel for exchanging experiences but also becomes an important driver to enhance research capacity, access advanced technology, and expand professional networks in OSH field.

In the 2021–2025 period, the international cooperation activities of the Vietnam National Institute of Occupational Safety and Health (VNNIOSH) have seen many positive changes. The institute actively participated in international conferences, seminars organized by ILO, APOSHO, and ICOH; at the same time, maintaining cooperative relationships with many traditional partners, especially the Korea Occupational Safety and Health Agency (KOSHA). Programs for expert exchanges, joint research, invitational training, and technical support have contributed to improving professional capacity, strengthening international connections, and gradually affirming the role of the institute in the regional OSH network.

The achievements in the past period serve as an important foundation for VNNIOSH to continue expanding international cooperation toward substantive, in-depth collaboration tied to development requirements in the new era.

2. Advantages and Challenges

The introduction of new policies on science, technology, innovation, and digital transformation recently has created a favorable legal framework for international cooperation activities. New mechanisms allow research organizations to be more proactive in building partnerships, participating in joint research projects, adopting advanced technologies, and improving the quality of human resources.

For VNNIOSH, this is an opportunity to expand the cooperation network, access new scientific achievements, and strengthen presence in international professional forums. The development of digital technology also facilitates academic exchange, training, and cross-border research activities at more reasonable costs than before.

However, the new context also poses many challenges. The rapid in technology changes, the emergence of new occupational risks, and the increasingly demands for research standards require international cooperation activities to have clearer direction and greater depth. In addition, the funding allocated for international cooperation is still limited, while the requirements for foreign language proficiency, research skills, project management, and the ability to work in an international environment for the staff are increasingly high.

To effectively take advantage of opportunities and overcome challenges, developing a long-

term international cooperation strategy that aligns with the institute's development orientation is considered an urgent requirement in the coming period.

3. International cooperation goals for the period 2026–2030

In the 2026–2030 period, VNNIOSH identifies international cooperation as one of the key drivers to enhance research capacity, innovation, and international integration in the field of OSH.

Firstly, the institute aims to expand and improve the quality of international partner network based on equality, mutual benefit, and alignment with each party's professional strengths. Alongside consolidating relationships with traditional partners, the institute will proactively seek new partners with potential for cooperation in research, training, and technology transfer.

In addition, VNNIOSH will enhance proactivity, effectiveness, and the depth of cooperation. Shifting from a cooperation model primarily focused on experience acquisition to collaboration in joint research, joint development, and sharing results. Priority areas include occupational health, prevention of emerging risks, intelligent workplace environmental monitoring, and the application of digital technology and artificial intelligence in OSH management.

Another important objective is to enhance the adoption, mastery, and localization of advanced technologies through international cooperation programs, effectively serving scientific research, policy advisory, and business support activities.

At the same time, the institute continues to elevate its scientific standing through international publications, academic exchanges, and participation in reputable professional networks in the region and the world.

4. Some solutions and key tasks

To achieve the above goals, some key task groups for the upcoming period have been identified as follows:

VNNIOSH will continue to strengthen connections and participate effectively in international organizations and networks on OSH such as APOSHO, ASEAN-OSHNET,

ISSA, and related professional forums. Maintaining and expanding cooperative relationships will facilitate academic exchanges, experience sharing, and implementation of intensive collaborative programs.

The institute will also promote research cooperation and technology transfer with reputable international organizations. The focus will be on developing joint research topics and projects in areas such as occupational health, emerging occupational risks, smart workplace environmental monitoring, applications of big data and artificial intelligence in OSH management. The cooperation process not only aims at technology acquisition but also gradually mastering, localizing, and effectively applying the technology to the practical conditions of Vietnam.

In addition, the institute will gradually invest in upgrading facilities, laboratories, and research infrastructure in a modern direction, creating a foundation for in-depth collaborative research activities and meeting international standards.

Another important task is to improve the quality of human resources serving international cooperation. The institute will focus on training staff in professional skills, foreign languages, research skills, project management, and the ability to work in an international environment, meeting the requirements of increasingly deep and wide integration.

5. Conclusion

In the context of digital transformation and increasingly strong international integration, expanding international cooperation in the field of OSH is not only an inevitable trend but also an important requirement to enhance research capacity, access advanced technology, and promote innovation.

With a proactive, substantive, and in-depth cooperation orientation, VNNIOSH aims to build an open network of partners, promote joint research, enhance technology transfer, and improve the quality of human resources. This will be an important foundation for the institute to continue affirming its scientific position in the field of OSH and make positive contributions to protecting workers' health and safety and the sustainable development of the country.

Developing a risk prediction model for virus transmission in enclosed workspaces in Vietnam

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Labour and Environment Protection Center, VNNIOSH

From the lesson of the pandemic to the need for risk control in the workplace

In recent years, respiratory infectious diseases such as seasonal flu, SARS, and especially COVID-19 have shown a profound impact on workers' health as well as on business production activities. In enclosed working environments such as factories, offices, or production lines with a large concentration of workers, the risk of airborne virus transmission is always present if ventilation systems and control measures are not effectively implemented.

This reality raises the requirement for scientific risk assessment tools that help enterprises proactively identify hazards and choose appropriate preventive measures. From that need, the research team of VNNIOSH has developed a model for predicting the risk of virus transmission in enclosed workspaces, aiming for applicability in production conditions in Vietnam.

A new approach in assessing infection risk

The model is developed based on inheriting international studies on airborne transmission, while also adding specific factors of the Vietnamese working environment. Unlike previous simple assessment methods, the model allows for the simultaneous consideration of multiple factors affecting the risk of disease spread.

The factors included in the assessment consist of the viral load of the infected person, the intensity of the worker's activity, the effectiveness of masks, ventilation and air exchange capabilities, the performance of the air filtration system, environmental conditions, and the level of vaccination coverage within the company.

Thanks to this, the model can forecast the risk of infection in various scenarios, more closely reflecting the actual conditions in factories,

production workshops, and office workplaces.

Determinant factors of virus transmission risk

Research findings show that the risk of infection in enclosed spaces is simultaneously affected by multiple factors, among which ventilation, masks, duration of exposure, and worker density are the most prominent.

Ventilation is identified as the technical solution with the greatest impact on controlling airborne infection. When more clean air is supplied and polluted air is effectively expelled, the concentration of viruses in the environment is significantly reduced, thereby lowering the exposure risk for workers.

In addition, using masks properly remains an effective and low-cost protective measure. Simulations show that masks can significantly reduce the viral load inhaled by workers, especially in high-density or crowded workspaces.

Research also indicates that prolonged exposure time and high labour density increase infection risk because virus-carrying aerosol particles have the conditions to accumulate in the air. This suggests that organizing production rationally, arranging appropriate work shifts, and reducing labour concentration density are solutions that need to be focused on.

Moreover, vaccination continues to play an important role in reducing the risk of disease outbreaks and limiting serious consequences for workers' health.

Towards application in enterprises

One of the prominent values of the research is the ability to support enterprises in making data-driven decisions. Through the predictive model, enterprises can assess the risk level in each

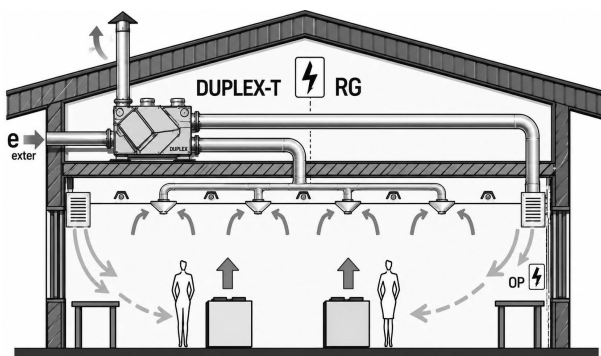


Figure 1: Ventilation organizational diagram

work area based on actual parameters such as factory area, number of workers, working hours, and ventilation flow.

The evaluation results serve as a basis for selecting appropriate control solutions such as upgrading the HVAC system, increasing fresh air supply, installing air filtration systems using HEPA filters or UV light, improving the layout of the production area, and adjusting labour organization.

In addition to technical solutions, the research also emphasizes the role of management and communication measures such as maintaining vaccination, wearing masks when necessary, personal hygiene, and raising workers' awareness about disease prevention.

Significance for OSH work

The emergence of new infectious diseases in the future is something that is difficult to predict. Therefore, developing risk assessment tools based on scientific principles is highly significant for modern OSH management.

The virus transmission risk prediction model developed by VNNIOSH not only helps quantify the risk of infection in confined work environments but also supports enterprises in proactively developing preventive measures suitable for actual conditions. This is a step forward in applying data science and modeling in OSH field, contributing to protecting workers' health and maintaining safe, stable production activities in the context of ongoing epidemic risks.



Figure 2: Ventilation system installed in the factory

Completing the legal framework for occupational safety and health:

CHALLENGES FROM “INVISIBLE” RISKS

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Vietnam National Union of Science and Technology

For decades, occupational safety and health (OSH) work has mainly focused on tangible risks such as unsafe machinery, electric shock, toxic chemicals, fires, explosions, and occupational dust. The legal system for OSH has also been built on the basis of identifying and controlling hazardous factors that can be seen, measured, and directly verified. However, entering the digital era, along with the strong development of

artificial intelligence, big data, IoT, remote work, and the platform economy, the working environment is changing profoundly. Simultaneously, occupational risks are shifting from "tangible" to "intangible," from physical hazards to non-traditional impacts that are difficult to identify but have long-term effects on physical and mental health and labor productivity. This necessitates the urgent need to

further improve the legal framework for OSH to keep pace with modern labor practices.

1. The shift in occupational risks in the digital era

While occupational accidents were previously primarily associated with factories, construction sites, or production lines, the work environment has now expanded to the digital space and flexible work models. Workers not only face traditional risks but also must adapt to many new dangers arising from technology. A clear manifestation is "digital stress" - a state of tension caused by constantly connecting, processing large amounts of information, and being under pressure to respond instantly via email, text messages, or work management platforms. Many workers, even after working hours, are still caught up in the work cycle via smartphones and online meetings outside of work hours, leading to work-life imbalance, sleep disorders, and declining mental health. Along with this, remote work, freelance work, or online collaboration models, while offering flexibility, also increase feelings of isolation and social disconnection, easily leading to anxiety, depression, or burnout. In particular, the increasing involvement of artificial intelligence in labor management is creating invisible pressure as algorithms can assign tasks, evaluate performance, monitor behavior, and decide on rewards and punishments. These risks do not have immediate consequences but silently erode the health and quality of the workforce.

2. Digital transformation in OSH management in businesses

Digital technology not only creates new risks but also opens up many more effective tools for OSH management if applied correctly. Currently, many businesses are using smart sensors, wearable devices, AI cameras, and data analysis systems to monitor the working environment in real time. IoT devices can detect abnormal temperatures, toxic gases, vibrations, noise, or signs of fatigue in workers early on, helping to warn of risks before accidents occur. AI can also analyze accident data, work behavior, and environmental conditions to predict high-risk

areas, supporting the development of more accurate preventive plans. In occupational health care, electronic health records and remote consultation platforms are facilitating more comprehensive monitoring of workers' health. However, the application of technology also raises many new legal issues such as personal data protection, limits on corporate oversight, legal liability when AI makes incorrect decisions, or safety standards for collaborative robots.

3. Policy "bottlenecks" in the face of new labour realities

Although the legal system regarding OSH has been gradually improved, the rapid development of the digital economy is revealing many policy gaps. Many current regulations are still built on the traditional labour relations model, while the workforce on digital platforms such as ride-hailing drivers, delivery personnel, online collaborators, and freelancers is increasing. This is a group of workers who face high pressure and risks but are not adequately covered by OSH policies. In addition, current laws lack specific criteria to identify and assess non-traditional risks such as occupational stress, digital burnout, psychological disorders, or the impact of labour management algorithms. The technical standards system for AI, robots, occupational health data, and information security has also not kept pace with the speed of technological development.

4. Completing the legal framework for "invisible" risks

To meet the demands of the digital era, the completion of the legal framework for OSH needs to be approached in an open, flexible, and people-centered manner. First and foremost, the scope of OSH laws needs to be expanded to include non-traditional labour models, ensuring that all workers, whether working under formal contracts or through digital platforms, have access to risk prevention policies, insurance, and healthcare. Along with this, regulations should be added to identify, assess, and control non-traditional risks such as digital stress, occupational burnout, psychological disorders,

and pressure from management algorithms; mental health should be considered an official component of a modern OSH system. At the same time, legal policies with sufficient "openness" are needed to quickly update technical standards for AI, collaborative robots, smart devices, and new technologies. In particular, it is necessary to study the legalization of the "right to disconnect," ensuring that workers are not forced to handle work outside of working hours, except in special cases that have been agreed upon. Simultaneously, it is necessary to build a national OSH data ecosystem and continue to promote the role of the Vietnam General Confederation of Labour and the trade union system at all levels in disseminating information, monitoring, and providing feedback on policies.

5. Conclusion

The "invisible" risks of the digital era are posing unprecedented challenges to OSH. While previously, protecting workers primarily involved protection from machinery, chemicals, and physical accidents, today it also includes protection from digital pressures, isolation, impersonal algorithms, and the insidious impacts of technology.

Completing the legal framework for OSH in this new context therefore involves not only amending technical regulations but also reshaping labour management thinking towards a modern, humane, and adaptable approach. Only when the law is one step ahead, fully identifying these "invisible" risks, can we build a safe, sustainable, and truly human-centered work environment in the digital era.

Launching a platform for visualizing occupational accident data maps in Vietnam

Ngo Thi Thuong

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In the context of a rapidly promoted digital transformation, developing a visualized OSH data system on a digital platform is considered an important step to effectively improve risk management, monitoring, and prevention in Vietnam.

The database system on OSH and occupational accident (<https://atld.bando.com.vn/>) is a digital platform that provides databases and information visualization tools on OSH in Vietnam. The system is developed and operated by VNNIOSH aiming to support management, analysis, and improve the effectiveness of occupational safety nationwide. It is developed based on the integration of statistical data on OSH with GIS (Geographic Information System) technology, forming a digitized database to serve state management, inspection, monitoring, and in-depth research on occupational safety. It is

not just ordinary statistical software but a digital spatial data ecosystem that allows linking specialized data with geographic location, time, and production characteristics.

The database system allows users to aggregate, update, and display information on occupational accidents according to geographic location, industry, accident severity, and time of occurrence. All data on occupational accidents can be standardized, centrally stored, continuously updated, and visually displayed on a digital map platform. The system supports monitoring of accidents according to locality, production industry, type of enterprise, severity level, cause of accident, and frequency over time. Converting data from traditional tabular form to spatial data significantly enhances the ability to exploit, analyze, and support decision-making in OSH management.

The most important goal of the system is to establish a digital data foundation to serve proactive occupational risk management, based on data and intelligent analysis. In addition, the system is developed to improve the efficiency of state management on OSH, support monitoring and identify high-risk areas, analyze occupational accident trends over time and space, assist in policy development, inspection and audit planning, enhance forecasting and early warning capabilities, support enterprises in preparing OSH reports, and create a safer working environment. At the same time, the platform also serves as a specialized data repository for scientific research, training, communication, and raising community awareness on OSH.

The highlight of the system is its ability to combine multiple modern technologies within a single OSH data management system. It is a combination of GIS technology and data visualization, multi-source data integration, and intelligent data analysis. This combination allows data to be represented not only as simple numbers but also visualized according to specific geographic locations. As a result, users can access information from a multi-dimensional perspective, both quantitative (number of accidents, risk levels, frequency of occurrence) and qualitative by space (distribution by area, region, locality). This helps users compare the accident situation between localities, analyze

accidents by occupation and production sector, monitor accident fluctuations by month, quarter, and year, assess the relationship between the working environment and risk levels, analyze common causes leading to occupational accidents, and clearly identify high-risk areas and “hot spots” of occupational accidents, as well as trends in risk distribution across territories.

The database system is not only a management tool but also an important step in the modernization process of OSH field in Vietnam. In the future, the system aims to establish a unified national OSH database; connect with labour and health data systems; apply AI in forecasting and early warning; automate analysis and reporting; and form a national center for occupational risk data.

This is considered an important foundation contributing to the promotion of modern, transparent, and effective labour governance, in line with the national digital transformation trend as well as international standards on occupational safety. The establishment of a digitized, visual, and intelligent data system will lay the foundation for occupational accident prevention in a scientific, proactive, and sustainable manner, helping to protect workers and enhance OSH governance capacity in Vietnam in the new period.

From research to practice: The practical efficiency of NOx treatment systems in major cement plants

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In recent years, controlling industrial exhaust emissions has become a mandatory requirement for the cement industry – one of the industries that consumes a lot of energy and generates a large amount of pollutants during production. Among these, NOx is a notable emission component due to its potential to cause air pollution, acid rain, and affect public health.

Along with increasingly stringent environmental regulations, cement plants in Vietnam are facing the need to invest in and apply effective emission treatment solutions. According to QCVN 41:2011/BTNMT and the requirements of the Law on Environmental Protection 2020, NOx emission control has become a mandatory requirement in the operation of production lines.

In this context, SNCR (Selective Non-Catalytic Reduction) technology is considered a suitable solution due to its relatively high treatment efficiency, ease of integration into existing systems, and reasonable cost.

A suitable solution for the cement industry

One of the favorable factors for applying SNCR technology in the cement industry is that clinker production lines usually operate stably for long periods with little fluctuation in temperature and exhaust gas flow rate, creating suitable conditions for SNCR technology to be effective.

In addition, compared to NOx treatment technologies requiring catalysts, SNCR is simpler, more compact, easier to install, and does not significantly change the factory's technological process. The cost of NOx treatment using SNCR is typically only a few tens of thousands of VND per ton of clinker or finished cement, depending on the input NOx concentration and the type of chemicals used. This cost is considered reasonable by many businesses compared to the environmental efficiency achieved.

From testing to technology optimization

The early years of SNCR implementation in Vietnam were a period of "learning by doing and perfecting the technology." Initial projects implemented by the Labour and Environment Protection Center (LEC) mainly assessed the adaptability of domestically manufactured equipment to the actual conditions of clinker kilns.

The biggest challenge during this period was finding solutions for using nozzles, determining the appropriate nozzle placement, selecting the reducing agent, and optimizing the mixing capacity in the gas stream. Some initial systems, while meeting operational requirements, did not achieve the expected NOx reduction efficiency or had high chemical consumption.

Practical implementation showed that the efficiency of SNCR technology depended significantly on the operating characteristics of each clinker kiln. Differences in temperature, flow rate, and gas stream distribution meant that each production line required its own design solutions, rather than applying a unified technical configuration to all plants.

Following the testing phase, SNCR technology was gradually optimized. Many systems were designed to be more flexible with various injection positions to maintain the optimal reaction temperature range. Simultaneously, the application of an automatic control system helps control the flow rate of NH₃ or urea according to the furnace load and the output NOx concentration, limiting unnecessary chemical consumption.

Factors affecting treatment efficiency

Although considered a relatively simple technology, the efficiency of SNCR still depends on several important technical factors.

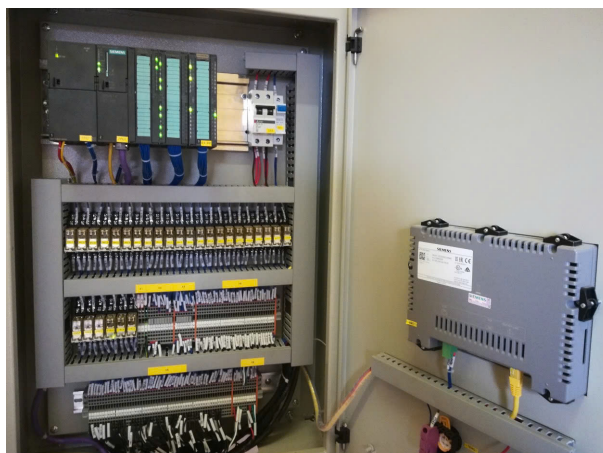
Among these, the reaction zone temperature is a key factor. If the temperature is too low, the NOx reduction reaction is inefficient; conversely, if the temperature is too high, the reducing agent may be re-oxidized to form new NOx.

In addition, the structure of the injection nozzles and the capability to mix chemicals with the exhaust gas stream also directly affect treatment efficiency. Currently, both NH₃ and urea are used as reducing agents in Vietnam. NH₃ offers better reaction efficiency but requires strict operational safety standards, while urea is more convenient for storage and handling.

Practical efficiency at cement plants

After years of implementation and optimization, SNCR technology has proven its efficiency in many major cement production lines in Vietnam.

Actual operating results show that the common NOx reduction level reaches approximately 30–50%, and in some cases, it can be even higher when the system is well optimized.



PLC cabinet for automatic system control

The output NO_x concentration at plants that have installed the system has decreased below current regulatory limits without requiring major changes to the production line structure.

Not only achieving treatment efficiency, the system is also highly valued by enterprises for its stability. After the initial adjustment phase, the system can operate continuously under kiln load with high stability, without affecting clinker quality or production capacity.

Affirming the capacity to implement and master domestic technology

The successful implementation of numerous SNCR projects at major cement plants demonstrates that LEC's technical team is fully capable of mastering advanced NO_x treatment technology, from surveying, designing, and manufacturing equipment to installing, operating, and optimizing the system.

Through practical implementation, LEC has accumulated a rich operational database and in-depth experience with various clinker production lines. This is a crucial foundation for further refining technical solutions suitable for production conditions in Vietnam, while reducing dependency on imported technology.

Conclusion

In the context of increasingly stringent emission control requirements, SNCR technology has proven to be a viable and suitable solution for the Vietnamese cement industry.

From early deployment projects to the current stable operating systems, SNCR has not only helps reduce NO_x emissions but also contributes to promoting the transition to a greener and more sustainable production model.



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