

Greening the Workforce:

Net Zero Skills for a Sustainable Future

Adecco

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Contents

- 3. Executive summary & green skills
- 4. Introduction
- 6. A net zero workforce
- 8. The green talent shortage and its impact on net zero transition
- 10. Net zero skills for a sustainable economy
- 12. Cultivating net zero talent
- 14. Challenges and solutions in greening the workforce
- 16. Plugging the skills gap
- 18. Green skills creation
- 20. Glossary

Executive Summary

Greening the workforce is integral to a successful Net Zero transition: Government and business commitments to low-carbon initiatives can't be fulfilled without a well-skilled labour market.

Rising demand for Green skills: The UK saw a threefold increase in Net Zero job openings during 2022 compared to the previous year. ^[1]

Current skills misalignment: Seven out of eight workers lack Net Zero skills or experience. ^[2]

Emerging talent pipeline gap: 71% of young people (aged 16-24) say they're driven by the desire to combat climate change, and 80% are more likely to choose to work for an organisation with a Green agenda. Yet only one in ten currently has a clear understanding of what Green skills entail. ^[3]

Net Zero upskilling and reskilling require close coordination and collaboration between the government and businesses: Stakeholders should not only concentrate on successful skill development but also on monitoring progress, setting cross-sector goals that consider the unique aspects of each industry, implementing interventions, and forecasting future needs.

What are Green Skills?

When discussing Green skills, we refer to the knowledge, competencies, values, and attitudes required to thrive in, contribute to, and promote a sustainable and resource-efficient society. These skills encompass existing competencies applied to tasks associated with achieving Net Zero performance in various industries, such as builders adopting alternative materials while employing similar techniques. They also include novel skills that emerge to support new processes, like energy auditors acquiring knowledge to assess the energy efficiency of homes or buildings.

The significance of Green skills in establishing a carbon-neutral economy can't be overstated, as they impact a wide range of sectors. These capabilities span practical and technical abilities, as well as long-term strategic thinking, monitoring, and interpersonal proficiencies. Mechanisms to upskill and reskill workers are critical to fulfilling Green job market demands and ensuring a smooth and efficient Net Zero transition.

Defining Net Zero in the Labour Market and the Importance of Green Skills

The shift to a low-carbon economy has been an increasingly prominent topic on the global agenda over the last decade. It has featured in the manifestos of political parties across the spectrum, gaining priority as the effects of climate change become more apparent. The transition to sustainable production and consumption methods not only addresses rising environmental and health risks, such as extreme weather events and emissions pollution, but also delivers economic benefits as the cost of Green technologies decreases.

In the UK, strategies to reduce carbon emissions have taken centre stage in both government policies and business initiatives, with commitments to achieving Net Zero emissions in line with the goals set in the Paris Agreement.^[4] The UK government has pledged to reach Net Zero greenhouse emissions by 2050. Additionally, the Ten Point Plan for a Green Industrial Revolution highlights the importance of a well-skilled workforce in achieving Green growth and a low-carbon recovery from the Covid-19 pandemic.^[5]

Navigating the current state of the labour market presents a mixed picture. While employment rates are at historically high levels, economic uncertainty has led to a trend of hesitance among businesses when it comes to long-term hiring. Skill mismatches are becoming more evident, with workers finding their qualifications don't align with their employment. There's also a low level of investment in skills development, which constitutes one of the leading barriers to Greening the workforce.

History, however, provides optimistic precedents for the Net Zero transformation process. The UK has a long-standing record of effectively adapting to challenging transitions – from the Industrial Revolution, which forever altered the global economic landscape, to the Interrupted Apprenticeship Scheme (IAS), which tackled widespread skills deficits and rampant unemployment following the First World War.^[6] This visionary initiative not only helped alleviate economic hardship but also pioneered the inclusion of women and girls in apprenticeships and training programmes, setting the stage for greater gender equality in the workforce.

The UK's adaptability extends to more contemporary times, epitomised by the rapid ascent of digitalisation and the advent of the internet age, fuelling innovation and creating new opportunities for businesses and individuals alike.

In terms of workforce development for the Net Zero era, the UK's jobs – along with those in the United States and Australia – use roughly two to three times more Green skills than the average job globally.^[7] The shift towards a Greener economy will inevitably drive changes in the skills required and the tasks involved in many existing occupations.

Apart from the emerging challenges discussed in the following paragraphs, this transition presents a significant opportunity to build a robust, highly skilled, and future-proof workforce, crucial to the advancement of a strong, low-carbon economy.

This report explores the impact of the low-carbon transformation on our domestic labour market, focusing on the possible pitfalls and vast potential of growing and developing the UK's Green talent.

Sources:

1. PwC Green Jobs Barometer – December 2022
2. LinkedIn: Global Green Skills Report 2023
3. Learning and Work Institute, Skills for a Net-Zero Economy: Insights from Employers and Young People, 2022
4. UN: Climate Action, The Paris Agreement
5. UK Government: The Ten Point Plan for a Green Industrial Revolution, 2020
6. University of Lincoln: Apprenticeships in Britain c. 1890 – 1920 An Overview Based on Contemporary Evidence – November 2014
7. LinkedIn: Global Green Skills Report 2023



A Changing Workforce:

A Green Transition for a Sustainable Market

The UK workforce has a pivotal role in the transition towards a Net Zero economy. From establishing new Green markets to overhauling processes, products, and supply chains from high-carbon to low-carbon, the scale of this shift is already influencing the agenda across numerous industries. **Although the UK government recently postponed its Net Zero pledges to provide a “fairer path to achieving the target and to ease the financial burden on British families,” its impact is expected to grow steadily in the workplace.** ^[8]

Data from the PwC Green Jobs Barometer indicates that the number of Green jobs advertised in 2022 nearly tripled compared to the previous year, rising from 124,600 in July 2021 to 336,805 in July 2022. ^[9] Consistent with these statistics, the UK government’s Net Zero and Nature Workforce Action Plan anticipates the potential effects of Net Zero on the workforce, with estimates that low-carbon sectors (such as building retrofit, renewable energy, and electric vehicles) could generate between 135,000 and 725,000 net new Green job opportunities by 2030. **Meanwhile, 8,000 to 75,000 workers are expected to see their roles ceasing to exist in their current form.** ^[10] An example of this transformation can be seen in the oil and gas industry, where the move towards decarbonisation is predicted to reduce demand for products and services.

When we consider these forecasts alongside the most recent data from the Office for National Statistics (ONS), which illustrates a growing segment of the population returning to the job market from periods of economic

inactivity, this transition promises to make a **substantial contribution towards a more stable, future-proof, and resilient workforce.**

^[11] In the first half of 2023, UK labour market performance offered a varied outlook; salaries met inflation and employment reached record heights. More recently, net flow movement between unemployment and economic inactivity indicated an expanding talent pool, with a surplus of over 200,000 people re-entering the job market.

This activity, combined with organisations’ predicted shift towards long-term investment following a prolonged period of temporary recruitment, ^[12] creates a fertile environment for the Net Zero transition. Furthermore, the promising trajectory can serve as a social impact lever, benefitting areas with low employment rates and enabling workforce diversification by including individuals with limited presence in employment.

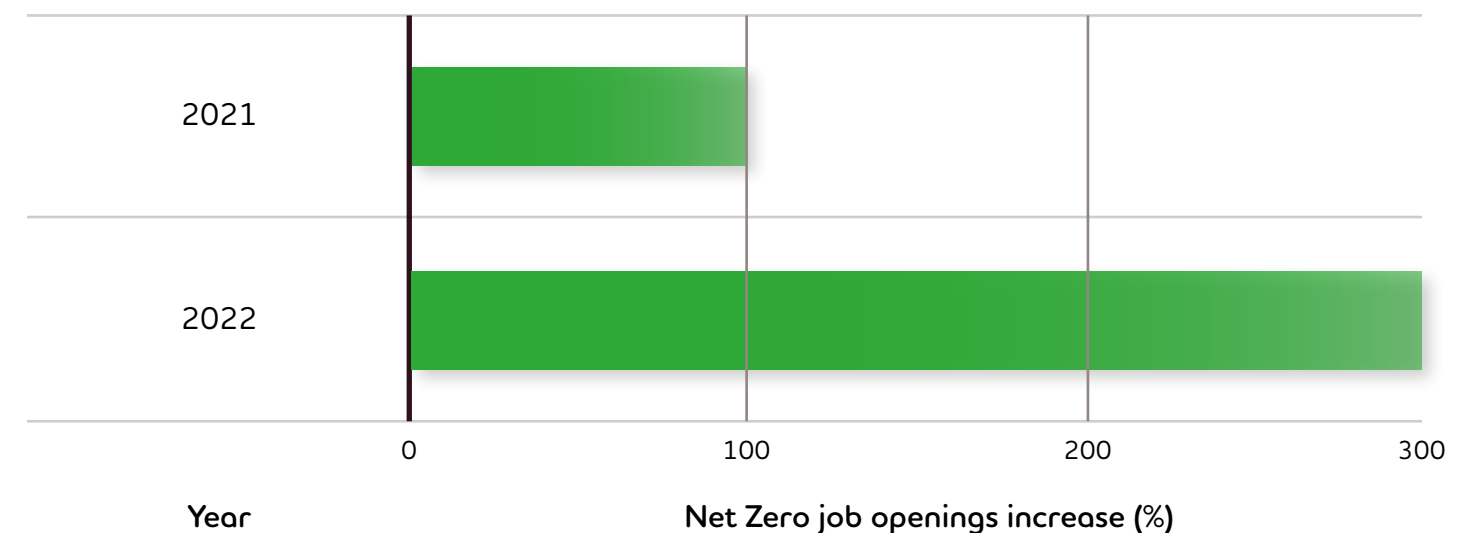
The current state of the UK’s workforce offers a monumental opportunity for a successful Green transition – and a dynamic Green recovery from the Covid-19 pandemic.

Sources:

8. PM Recommits UK to Net Zero by 2050 and Pledges a “Fairer” Path to Achieving Target to Ease the Financial Burden on British Families, GOV. UK – September 2023
9. PwC Green Jobs Barometer – December 2022
10. Climate Change Committee: A Net Zero Workforce – May 2023
11. ONS, Employment in the UK: August 2023
12. KPMG and REC, UK Report on Jobs - S&P Global, August 2023

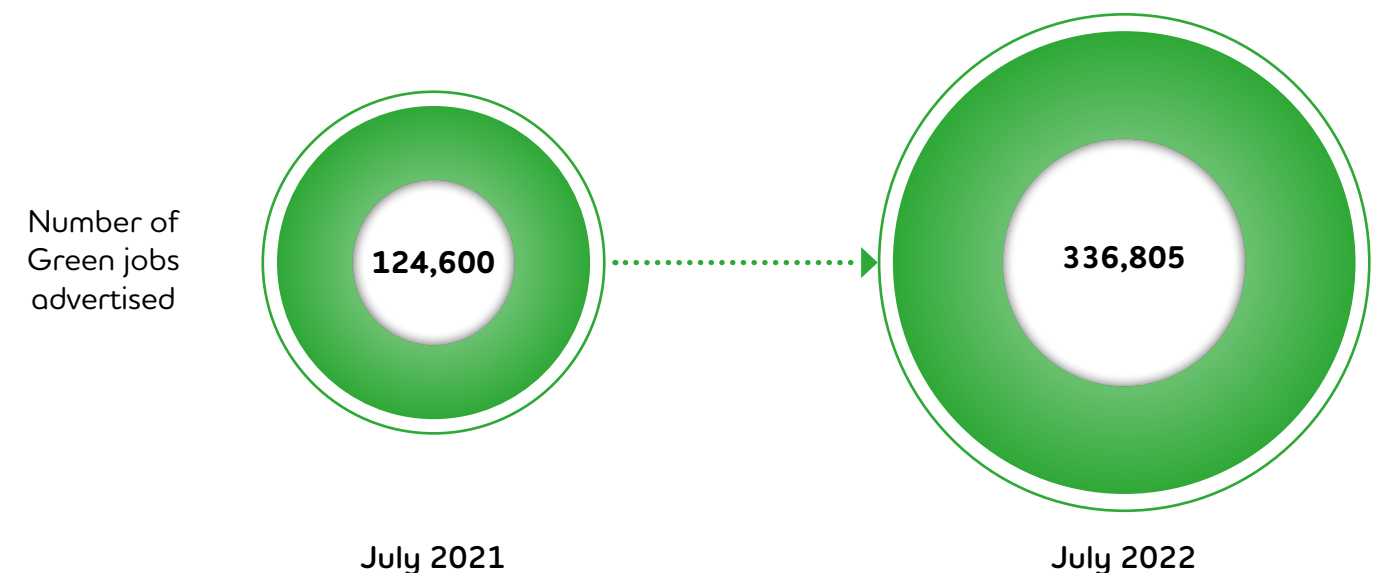
The UK saw a threefold increase in Net Zero job openings during 2022 compared to the previous year

Source: PwC Green Jobs Barometer – December 2022



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Source: PwC Green Jobs Barometer – December 2022



The Green Talent Shortage and Its Impact on Net Zero Transition

While demand within the Green jobs market displays encouraging dynamics, a scarcity of Net Zero skillsets poses a challenge, particularly affecting small and medium-sized enterprises (SMEs). On a global scale, a recent LinkedIn report on Green skills availability underscores the issue's magnitude: seven out of eight workers lack Net Zero skills or experience. ^[13]

This shortfall arises amidst a noticeable surge in Green skills vacancies, with LinkedIn recording an annual 15.2% median increase in job postings requiring at least one Net Zero skill since 2022. As a result of this Green skills deficit, there's an emerging mismatch between Net Zero talent supply and demand that poses a significant risk to government and organisational environmental targets. The shortage threatens to impede the government's commitment to the Greening of the economy, as well as employers' ability to achieve Net Zero objectives and effectively manage escalating energy costs.

To explore Green skills and their profound importance in context, it's essential to consider the diverse characteristics of various sectors. In that regard, the spotlight is on industries that will spearhead the transition phase

through their impact, focusing on fields that are likely to grow or change significantly, rather than adopting a holistic approach to the overall market. These include production-based sectors – such as energy, agriculture and farming, construction, and manufacturing – and transportation, which is already experiencing substantial effects from the move to eco-friendlier mobility options. Additionally, it's worth considering sectors associated with services that enable the Green transformation process, such as education, legal, accounting, architecture, engineering, and finance.

Both categories are expected to be heavily involved in a more sustainable global production and consumption framework. This transition is predicted to drive systemic changes, resulting in new product and service offerings and advanced production processes and organisational models. Consequently, easy access to Green skills is integral to ensuring workers are equipped and available to deliver on their tasks.

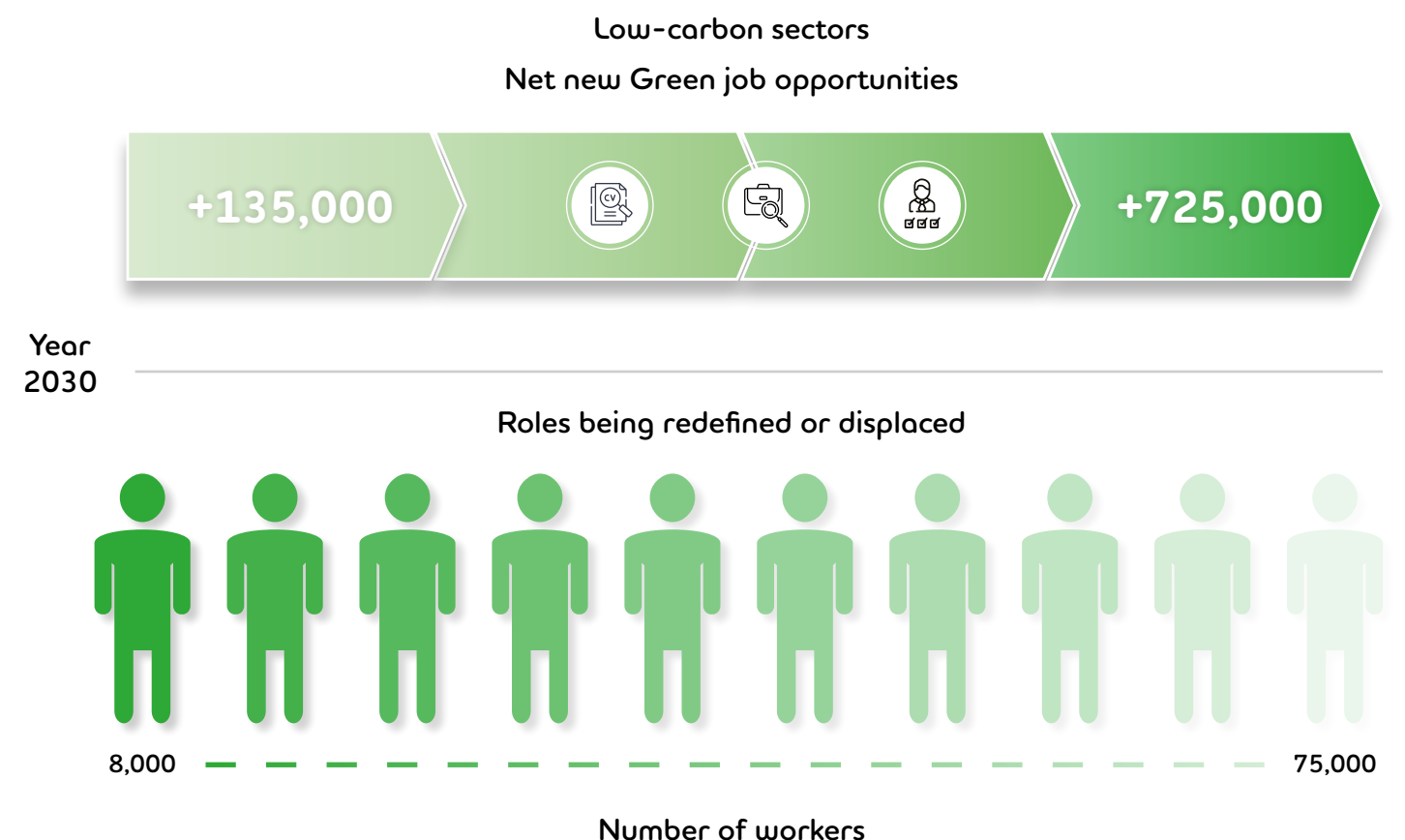
Sources:

13. LinkedIn: Global Green Skills Report 2023



The UK government's Net Zero and Nature Workforce Action Plan anticipates the potential effects of Net Zero on the workforce, with estimates that low-carbon sectors (such as building retrofit, renewable energy, and electric vehicles) could generate between 135,000 and 725,00 net new Green job opportunities by 2030. Meanwhile, 8,000 to 75,000 workers are expected to see their roles ceasing to exist in their current form.

Source: Climate Change Committee: A Net Zero Workforce – May 2023



Net Zero Skills for a Sustainable Economy

To comprehend the structure and progression of Green skills development, the United Nations Industrial Development Organization (UNIDO) offers valuable insights into how the transition to a Net Zero economy influences necessary competencies.^[14] Firstly, anticipated changes in business structure will lead to fluctuations in the demand for specific tasks, subsequently impacting required skills. Secondly, new economic activities will create the need for fresh roles, which, in turn, necessitate new skill profiles, qualifications, and training frameworks. Lastly, several existing occupations and industries will experience Green transformations within their respective job roles, prompting adjustments to current training and qualification frameworks associated with these professions.

Hard skills, such as engineering and technical competencies, form the cornerstone for most industries in the low-carbon transition and will affect both existing roles that will be impacted by the transformation and new occupations. Developments in the energy production sector offer an illustrative example, as engineers employ their expertise in the growing renewable energy sector while moving from the progressively phased-out fossil fuel industry. Similarly, sought-after scientific capabilities, which cover a wide range of knowledge in fields like physics and biology, are needed at various stages of the value chain and in the utility sector.

Such skillsets can contribute to the UK's commitment to five gigawatts (5GW) of low-carbon hydrogen production capacity by 2030 – a fundamental part of the government's Ten Point Plan for a Green Industrial Revolution.^[15] Operation management skills are also essential,

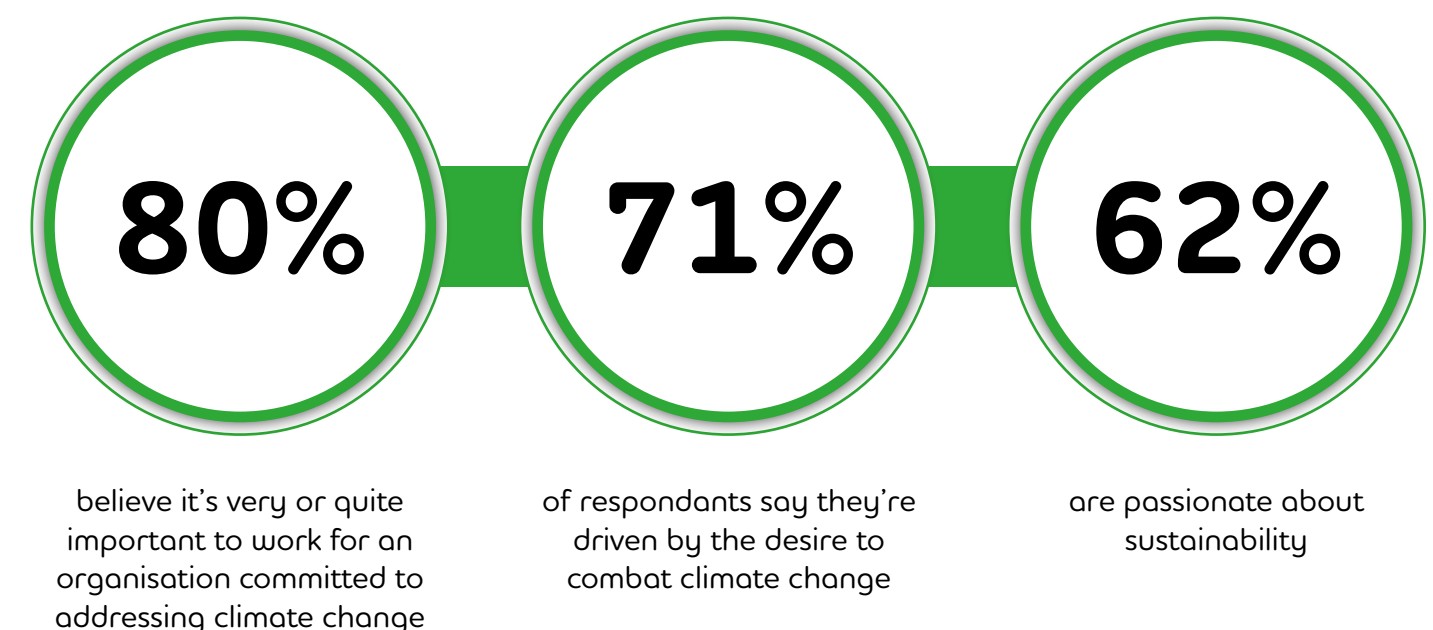
driving organisational changes to support Green initiatives and a comprehensive approach to firm management. These skills are relevant for roles such as sales engineers, climate change analysts, sustainability specialists, and transportation planners. Finally, monitoring capabilities focus on the technical and legal aspects of business activities, including positions like environmental compliance inspectors, nuclear monitoring technicians, emergency management directors, and legal assistants.

As is obvious from the above, the importance of developing a Green talent pool to power the transition to a Net Zero economy constitutes a mammoth project requiring joint action from both policymakers and businesses. In that framework, the range of skills that are likely to be affected and, consequently, project high demand are expected to impact one in five workers over the next decade, according to estimates from the Climate Change Committee.^[16]

A study discovered that four out of five young people aged 16 to 24 believe it's very or quite important to work for an organisation committed to addressing climate change. Regarding their motivations for pursuing a Green career, there's clear evidence that Net Zero aligns with their top priorities. A significant 71% of respondents say they're driven by the desire to combat climate change, while 62% are passionate about sustainability.

Source: Learning and Work Institute, Skills for a Net-Zero Economy: Insights From Employers and Young People, 2022

Insights from Employers and Young People, 2022



Cultivating Net Zero Talent: Access and Prioritising Skills Enhancement

Efforts to transition into a Net Zero economy without a Green workforce adequately equipped to meet the demand for specific skills are likely to fail in fulfilling the low-carbon commitments established by both government and businesses. In the preceding section, we explored various aspects of the Net Zero transition, which predominantly entail structural changes within enterprises, the emergence of new positions demanding a fresh set of skills, and the adaptation of existing occupations to modified roles for sustainability across both production and services. These elements constitute a clear signal that actions must be taken to develop the transition to Green skillsets, which involve access to education and apprenticeships, as well as initiatives to enable the upskilling and reskilling process. Coordinated intervention from both government and enterprises is vital to ensure enough skilled workers in the right place to meet demand in key sectors.

Recent Green Jobs Taskforce research highlights the imperative to undertake mapping, reviews, and the enhancement of training pathways to foster a “diverse, inclusive, and Net Zero-aligned workforce” throughout the UK.^[17] The report’s recommendations emphasise the necessity for collaboration between government, businesses, and investors – a Public-Private Development Partnership – as a fundamental element in facilitating a Net Zero future.

The government plays a pivotal role by establishing a national roadmap for a Green economy, providing the necessary assurances for investors and employers to confidently set their own Green targets. **This can be achieved by removing policy-level barriers, investing in research and development, and laying the groundwork for an agile and flexible policy framework.**^[18] Businesses can accelerate adoption by contributing to the policy-making progress. Furthermore, the Green roadmap empowers skills providers to develop and offer courses aimed at cultivating a more environmentally conscious workforce, thereby instilling confidence in individuals of all ages and backgrounds to pursue careers within the Net Zero economy.

Looking at the process from the candidate’s perspective, data from the Learning and Work Institute’s Skills for a Net Zero Economy survey underscores the young population’s substantial influence in creating a Greener workforce. **A study shows that four out of five young people aged 16 to 24 believe it’s very or quite important to work for an organisation committed to addressing climate change.**^[19] Regarding their motivations for pursuing a Green career, there’s clear evidence that Net Zero aligns with their top priorities. A significant 71% of respondents say they’re driven by the desire to combat climate change, while 62% are passionate about sustainability. These statistics indicate that Green careers can provide a sense of purpose for young individuals. Focusing on this demographic, therefore, can substantially broaden the UK’s Net Zero talent pool.

However, 63% of respondents have never heard of Green skills and are uncertain about their meaning, and only 11% have a clear understanding of the concept.

Source: Learning and Work Institute, Skills for a Net-Zero Economy: Insights From Employers and Young People, 2022



63%

of respondents have never heard of Green Skills and are uncertain about their meaning



11%

have a clear understanding of the concept



Sources:

14. UNIDO: What are Green Skills? - Charles Arthur 2022
15. UK Government: The Ten Point Plan for a Green Industrial Revolution - 2020
16. Climate Change Committee: A Net Zero Workforce – May 2023
17. Green Jobs Taskforce: Report to Government, Industry and the Skills Sector
18. MISSION ZERO: Independent Review of Net Zero – February 2023
19. Learning and Work Institute: Skills for a Net-Zero Economy: Insights From Employers and Young People - 2022

Challenges and Solutions in Greening the Workforce

Despite the promise of young people pursuing Green careers, additional data from the Learning and Work Institute study spotlights a potential obstacle to wider talent transition. While this age group demonstrates high levels of engagement with the values and purpose of Net Zero, the report reveals a notable lack of awareness and support. 63% of respondents have never heard of Green skills and are uncertain about their meaning, and only 11% have a clear understanding of the concept. This knowledge gap underscores the critical importance of taking action to foster the growth of Green talent.

Raising awareness about the Green economy among the next generation of workers requires collaboration from both the government and hiring organisations. To establish meaningful routes to future employment, it's imperative to provide improved educational resources, visibility of Green careers, and clearly defined training pathways.

Similar challenges can affect different segments of the workforce, requiring tailored approaches to smooth the transition into Green roles. **For instance, encouraging women to pursue careers in underrepresented STEM fields can fuel the UK's Net Zero future, amplify young women's enthusiasm for Green jobs, and accelerate the Green transition with quality and motivated talent.** ^[20]

Additionally, special support will be needed for mid-career workers, who are more likely to be deterred by a perceived skills gap. This reluctance can potentially be mitigated by boosting awareness of the Green economy and focusing on the value, purpose, and impact of their role in their respective industries. Similarly, manual workers, such as those in farming and

agriculture, require training and upskilling that prioritises practical methods.

As discussed in the previous paragraphs, efforts to bridge the gap from a high- to low-carbon workforce can be achieved through targeted education and training on Net Zero principles, rather than a one-size-fits-all approach. Implementing comprehensive Green skills training programmes alongside competitive compensation packages can facilitate this process. In addition, embracing digital transition tools can significantly contribute to the development of Green skills and a high-quality labour force. At the time of writing this paper, a range of active initiatives are pursuing that purpose; however, as the transitions progress, more action will be necessary to speed the journey to a Net Zero workforce.

In addition to government planning through initiatives – such as 2020's Ten Point Plan for a Green Industrial Revolution involving the Department for Business, Energy, and Industrial Strategy, ^[21] and, more recently, the **Net Zero: Build Back Greener** ^[22] – there's a plethora of actions taken by other stakeholders. Notably, the Green Hub by the Institute of Environmental Management and Assessment (IEMA) contributes extensively to the visibility of Net Zero career opportunities – addressing major challenges for workers accessing Green jobs and employers recruiting Green talent.

Sources:

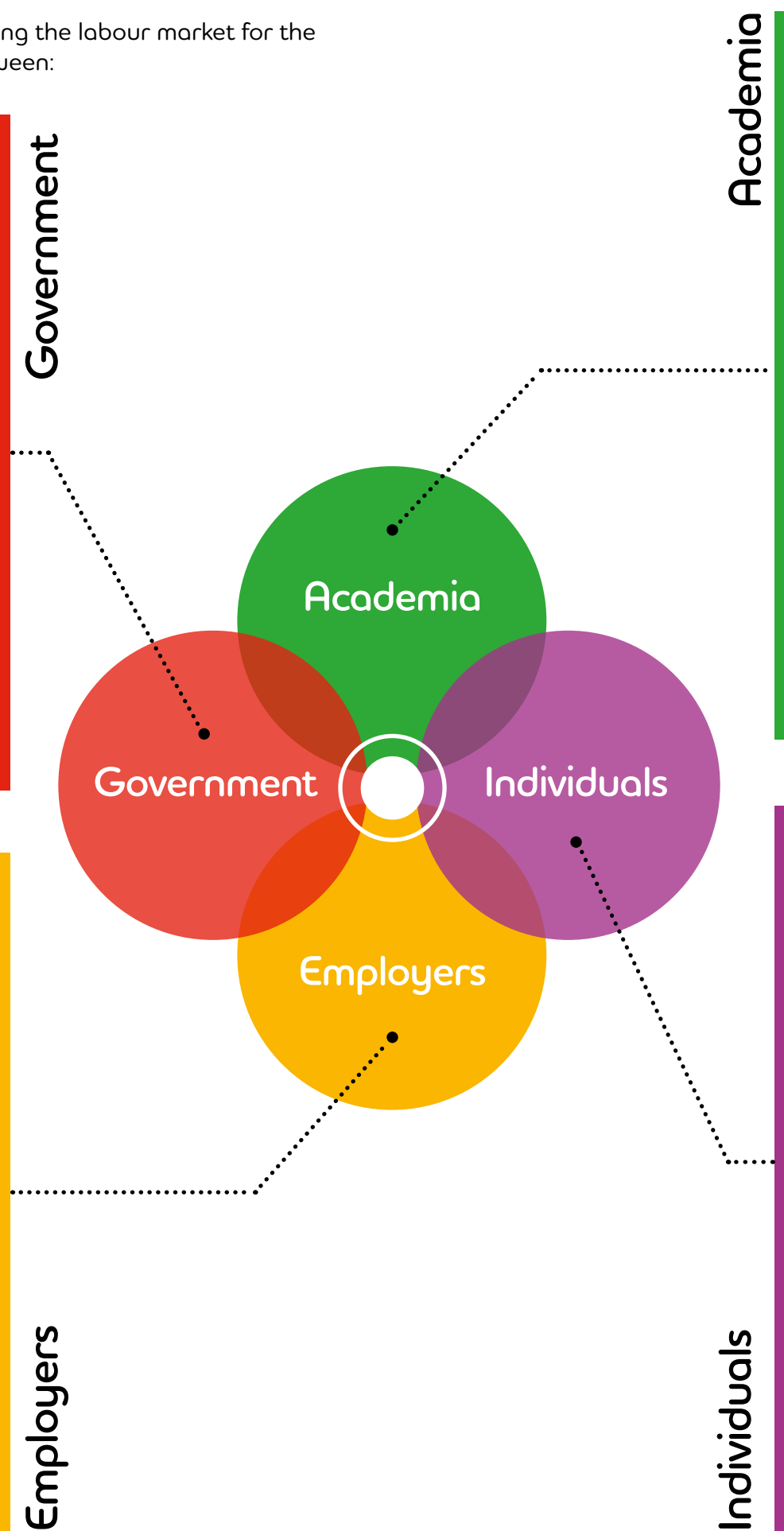
20. United Nations Industrial Development Organisation, Green Industrial Skills for a Sustainable Future – 2020
21. Policy Paper: The Ten Point Plan for a Green Industrial Revolution – November 2020
22. Net Zero Strategy: Build Back Greener – October 2021



Plugging the Skills Gap: Solutions and Recommendations to Support the Green Skills Transition

In light of the urgency, all stakeholders need to take bold steps in readying the labour market for the future, each at their own level. This requires a coalescent approach between:

- Investment in Green Education and Training:**
The UK government should prioritise funding and expanding educational programmes and training initiatives focused on Green skills development. This includes supporting vocational training, apprenticeships, and higher education programmes related to renewable energy, sustainable agriculture, and Green technology.
- Collaboration with Industry:**
Foster collaboration between government agencies, educational institutions, and industry stakeholders to ensure that Green skills training aligns with the evolving needs of the Green economy. Establishing partnerships can lead to the development of industry-specific certification programmes and internships.
- Incentives for Green Job Creation:**
Implement policies and incentives that encourage businesses to create Green jobs. This may include tax incentives, grants, or subsidies for companies investing in environmentally friendly technologies and practices, which in turn can drive the demand for a skilled Green workforce.
- Upskilling The Existing Workforce:**
Develop programmes to reskill and upskill the existing workforce to meet the demands of the Green economy. This may involve providing retraining opportunities for workers in declining industries, ensuring a smooth transition to Green jobs.
- Monitoring and Evaluation:**
Establish mechanisms for tracking the effectiveness of Green skills development initiatives. Regularly assess the impact of policies and programmes to ensure that they are achieving their intended goals and make necessary adjustments to support a successful Green skills transition.
- Green Skills Training:**
Employers can provide employees with opportunities for Green skills training and development. This might include workshops, courses, or access to online resources that enhance their understanding of sustainability, renewable energy, and environmentally friendly practices relevant to their roles.
- Green Job Creation:**
Employers can identify and create new job roles that directly contribute to sustainability efforts. By hiring specialists in fields like renewable energy, waste reduction, or eco-friendly product development, companies can integrate sustainability into their core operations.
- Green Workplace Cultures:**
Encourage a culture of sustainability within the organisation. This can involve promoting eco-friendly practices such as recycling, energy conservation, and reducing waste. Providing incentives or recognition for Green initiatives can motivate employees to actively participate.
- Professional Development:**
Encourage employees to pursue Green certifications and credentials by offering financial support or study leave. These qualifications can help workers become more valuable assets in the Green economy and contribute to the company's sustainability goals.
- Collaboration with Educational Institutions:**
Partner with local schools, colleges, and universities to create internship programmes, co-op opportunities, or mentorship initiatives that bridge the gap between education and industry. This collaboration can help ensure that graduates are better prepared for Green careers and can benefit the company by tapping into a pool of skilled talent.



- Curriculum Integration:**
Educators should prioritise integrating Green and sustainability-related topics into existing educational programmes across various disciplines. This includes incorporating environmental science, renewable energy, sustainable business practices, and climate change studies into coursework to ensure graduates are well-versed in these critical areas.
- Interdisciplinary Education:**
Promote interdisciplinary approaches to learning, research, and problem-solving. Encourage students to collaborate across academic disciplines to address complex environmental and sustainability challenges, mirroring real-world scenarios where diverse expertise is essential.
- Research and Innovation:**
Invest in research and innovation focused on Green technologies, sustainable practices, and environmental conservation. Academic institutions should support faculty and students in conducting research that addresses pressing environmental issues and develops solutions for a more sustainable future.
- Partnerships with Industry:**
Forge strong partnerships with industry organisations to ensure that academic programmes align with the needs of the Green job market. Collaboration with businesses can help academia stay updated on industry trends, job requirements, and emerging technologies.
- Experiential Learning:**
Prioritise experiential learning opportunities, such as internships, co-op programmes, and hands-on projects, to give students practical experience in Green-related fields. This can help bridge the gap between classroom knowledge and real-world application, making graduates more prepared for Green careers.
- Education and Skill Development:**
Acquire relevant education and skills related to Green technologies, renewable energy, environmental science, or sustainable business practices. Consider formal education, online courses, certifications, and workshops to enhance your knowledge and expertise in these areas.
- Passion and Commitment:**
Demonstrate a genuine passion for environmental conservation and sustainability. Employers in Green sectors often seek individuals who are genuinely committed to making a positive impact on the environment. Stay informed about environmental issues and demonstrate your dedication through volunteer work, personal projects, or advocacy efforts.
- Networking and Industry Engagement:**
Network with professionals in the green industry by attending conferences, seminars, and workshops. Engage with environmental organisations, sustainable businesses, and professionals on social media platforms like LinkedIn. Building a professional network can provide valuable insights, job leads, and mentorship opportunities.
- Adaptability and Continuous Learning:**
Stay adaptable and open to learning about emerging trends and technologies within the Green sector. The field of sustainability is constantly evolving, so individuals should be willing to adapt their skills and knowledge to match the changing demands of the industry. Continuous learning through online courses and self-study is essential.
- Hands-On Experience and Internships:**
Seek hands-on experience through internships, research projects, or volunteer work with organisations focused on environmental conservation and sustainability. Practical experience not only enhances your skills but also provides you with real-world examples to showcase during job applications and interviews.

Green Skills Creation

A Shared Call to Action

Leading Adecco UK and Ireland, I have the privilege of witnessing first-hand the evolution of the workforce in response to the urgent call for sustainability and the transition to a Net Zero economy. This lite paper, “Greening the Workforce: Net Zero Skills for a Sustainable Future”, serves as both a reflection of this transformation and a catalyst for discussion on the pivotal role we all play in shaping the future of our labour market.

The landscape of employment is changing, and it's changing fast. Governments and businesses worldwide have made commitments to reduce carbon emissions, with the UK pledging to achieve Net Zero greenhouse emissions by 2050. It's a commendable but ambitious goal, as evidenced by the fact that, as we go to press, Prime Minister Rishi Sunak announced an overhaul of the policies designed to meet this legally binding target.

As a strategic partner to our clients, we understand that achieving goals of this magnitude simply isn't possible without an appropriately skilled workforce. This is mirrored in one of the most striking findings in our lite paper – the exponential rise in demand for Green skills.

However, there's a glaring issue in terms of a serious misalignment of current capabilities with the burgeoning demand for expertise. Shockingly, seven out of eight workers lack Net Zero skills or experience. This mismatch is a substantial roadblock on the path to a sustainable future and a pressing concern, particularly for small and medium-sized enterprises where the impact could be greater.

On top of this, there's a staggering gap in the emerging talent pipeline. We know young people are increasingly driven by the desire to combat climate change, yet only one in ten currently has a clear understanding of what Green skills entail. There's also a need to encourage

underrepresented groups, such as women, to pursue STEM fields critical for achieving a Net Zero future.

What we must collectively remember is that Green skills are no longer a niche; they're a necessity. There's a massive pool of potential Green talent waiting to be tapped into, provided they're equipped with the right tools and capabilities.

To address the challenges, we're advocating for a multi-faceted approach that prioritises diversity and inclusion. Access to education, apprenticeships, and robust upskilling and reskilling programmes are vital in order to build employability. Implementing interventions, setting industry-specific goals, and monitoring progress will help anticipate tomorrow's skill needs. Collaboration between the government, businesses, and investors is essential to move forward at pace.

In short, this lite paper is a call to action. It recognises that the Green economy demands adaptability, pivoting, and upskilling, but also presents opportunities for growth, innovation, and job creation. It doesn't underplay the urgency of developing a skilled workforce capable of driving the transition to a Net Zero economy, whilst acknowledging with optimism the significant resilience the UK's workforce has traditionally shown. It highlights that there are still as many questions as there are answers when it comes to addressing this complex issue – and inspires maximum engagement from key stakeholders to collectively pursue a future where work means more.

The journey to a Net Zero workforce begins now. We invite you to stand with us to successfully and sustainably shape it.

Niki Turner-Harding

Senior Vice President, Adecco UK & Ireland



Adecco's dedicated recruitment teams deliver end-to-end support to help you navigate a complex labour market. If you'd like support with your talent management strategy or recruitment needs, please contact us [here](#).

Glossary:

Term	Definition
Net Zero, Low-Carbon or Carbon-Neutral economy	An economy with greenhouse gas or carbon emissions as close to zero as possible.
Low-Carbon Transformation vs. Green Industrial Revolution	Low-Carbon Transformation refers to the gradual reduction of carbon emissions through the transition to cleaner energy sources and practices. The Green Industrial Revolution represents a swift, wide-scale overhaul of industries, technologies, and systems, typically powered by far-reaching policy, innovation, and investment.
Green Skills or Net Zero Skills	The knowledge, abilities, values, and attitudes needed to live in, develop, and support a sustainable and resource-efficient society.
Employment Rate	The number of people in paid work as a proportion of the population.
Unemployment	The number of people as a proportion of the population being without a job, actively seeking work in the past four weeks, and available to start work in the next two weeks.
Economic Inactivity	The number of people as a proportion of the population who are neither working nor looking for work.
Sustainable Market	A business or economic system in which the production, consumption, and distribution of goods and services are conducted in a manner that minimises negative impacts on the natural environment.
Talent Shortage	A significant disparity between the skills employers need for their organisations to thrive and the number of available employees or job seekers with those skills.
Upskilling	The process of training an employee to acquire additional skills for an existing role.
Reskilling	The process of training an employee to acquire new skills needed to do an entirely different role.
STEM	Abbreviation for Science, Technology, Engineering, and Mathematics (as subjects of study).





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