

**Building Competitive Advantage with**

# **A People-First Green Business Transformation**



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# Executive Summary



## Building a People-First Green Business Transformation

As the global transition to a greener economy evolves, sustainability goals alone are no longer enough. Growing demand for action to address climate change from consumers, investors and government policymakers will accelerate the need for green business transformation. As a result, opportunities for a larger portion of the workforce to participate in the green economy around the world will grow. **By 2030, the green transition is expected to create up to 30 million new jobs.<sup>1</sup>**

However, this green transition is happening during a time of growing talent scarcity. Three-quarters of employers globally (75%) say they are struggling to find the skilled talent they need.<sup>2</sup> An even larger majority (94%) say they do not have the skilled talent to achieve their Environmental, Social and Governance (ESG) goals.<sup>3</sup>

In addition, the process of reaching the goal of net zero emissions cannot happen in a vacuum. The promise of a net zero future across energy, transportation, agriculture, housing and infrastructure will be unmet if the societal impact on jobs, access and affordability is not considered. Business leaders must close the gap by helping workers develop the skills they need for the green jobs of the future.

Even though it is still relatively early days of the global green transition at scale, our research has already identified hundreds of unique green jobs and skills. **This ManpowerGroup Global Insights study explores the impact of the green transition on the future of work for employers and workers.**

<sup>1</sup> [IEA study](#)

<sup>2</sup> [ManpowerGroup Global Talent Shortage study](#)

<sup>3</sup> [The Search for ESG Talent](#)

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## Five Key Takeaways for Employers



**Bring Workers Along:** Many green industries are still new. Our research shows some workers are concerned by the accelerating pace of change and may not understand how their current skills could translate into more lucrative careers in emerging growth industries. Employers need to clearly communicate this to current and prospective workers.



**Share Your Green Story:** Many organizations have compelling sustainability stories, but they will not support their employer value proposition (EVP) if candidates never see them. In recent workforce sentiment research, a significant portion of candidates said environmental leadership made a positive impact on their consideration of job opportunities.



**Build a Skills Foundation:** The World Economic Forum (WEF) estimates 60% of the global workforce will need upskilling and reskilling before 2027.<sup>4</sup> A skilled and innovative workforce is critical to accelerate the adoption and commercialization of green technology. Consequently, upskilling and reskilling at scale in a time of increasing talent scarcity will ultimately drive differentiation and boost your business' bottom line.



**Leverage the Power of Data:** There are more sources of workforce data, machine learning support and artificial intelligence (AI) tools than ever before. Organizations risk a missed opportunity if they do not apply them to their green strategic workforce planning.



**The Time Is Now:**<sup>5</sup> The green transition will create up to 30 million new jobs at the same time talent scarcity is increasing, due to the demographic reality of slowing population growth and an aging workforce in most advanced economies.

<sup>4</sup> [World Economic Forum 2023 Future of Jobs Report](#)

<sup>5</sup> [IEA study](#)

# Where Is the Green Future of Work?



Business leaders and policymakers know the global transition to a greener and more sustainable economy is accelerating. However, they may not know where the green transition is accelerating the most rapidly around the world. What are the green jobs of the future? What are the green skills of the future? To build a global green workforce strategy, this is an essential starting point for HR and business leaders.

## A Global Green Rush for Talent

With the green transition gaining momentum, recruiters and hiring managers around the world are beginning to accelerate their green talent acquisition and upskilling efforts. **To measure the magnitude of green hiring intentions, ManpowerGroup surveyed nearly 39,000 employers in 41 countries to learn how actively they were recruiting for green jobs and skills.**

Across industries, the green consensus from hiring managers was strong. **The majority of employers (70%) said they are currently or actively planning to recruit green talent.** The strongest recruiting intentions (81%) were found in the Energy & Utilities sector, given the strong global growth of renewable energy production. Hiring managers said they were most actively seeking green talent for Manufacturing & Production (36%), Operations & Logistics (31%) and Information Technology (30%) roles.<sup>6</sup>

# 70%

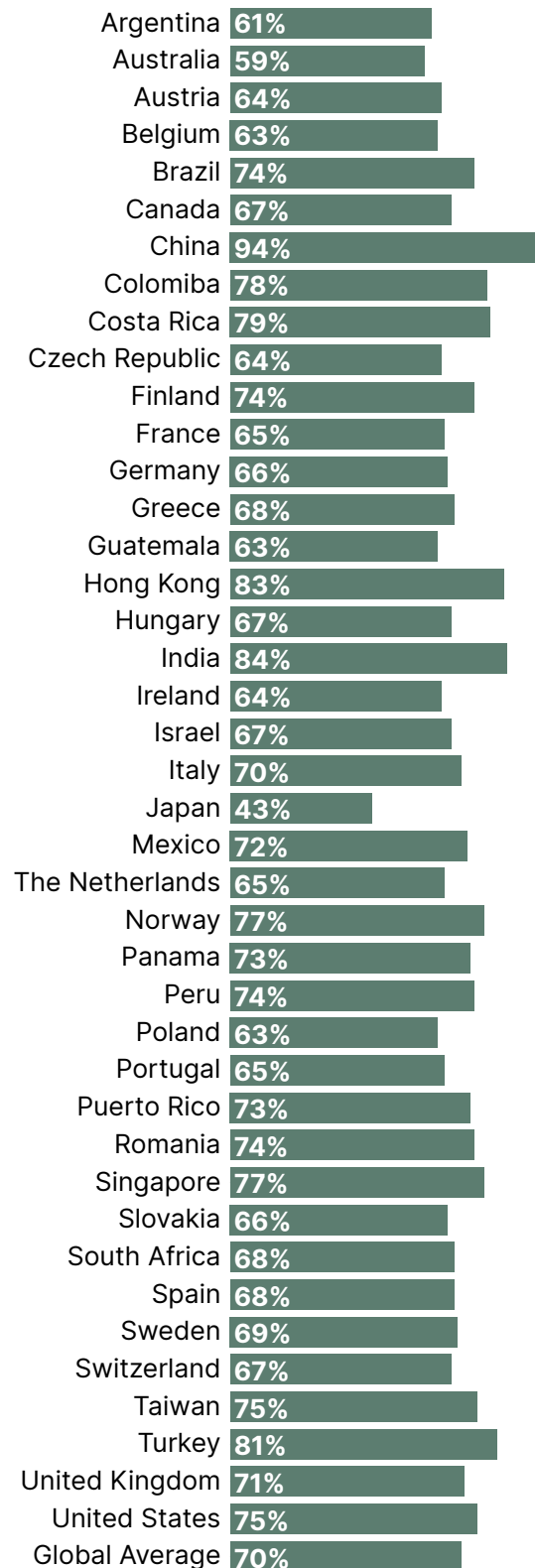
***of employers said they are planning to recruit green talent***



<sup>6</sup> [ManpowerGroup Employment Outlook Survey](#)



## Percentage of employers currently or planning to recruit for green jobs & skills<sup>7</sup>



## Green jobs: Demand by industry vertical<sup>8</sup>

Energy & Utilities	81%
Information Technology	77%
Financials & Real Estate	75%
Industrials & Materials	74%
Transport, Logistics & Automotive	73%
Communication Services	68%
Consumer Goods	65%
Healthcare & Life Sciences	64%
Global Average	70%

## Green jobs: Demand by job function<sup>9</sup>

Manufacturing & Production	36%
Operations & Logistics	31%
IT & Data	30%
Sales & Marketing	27%
Engineering	26%
Administrative & Office Support	25%
Human Resources	25%

<sup>7, 8, 9</sup> [ManpowerGroup Employment Outlook Survey](#)

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## Green Jobs of the Future

**The World Economic Forum expects global green business transformation to become the largest driver of job creation in the coming years.**<sup>10</sup> As the green transition expands, it is important to consider the future of green jobs will expand much further than the typical green jobs we think of today eventually becoming a significant part of every industry globally.

Today, the green world of work is changing as many new direct and adjacent jobs needed for the transition are created. It is helpful to examine the green jobs landscape through the lens of changing skills. There are established green jobs, such as wind turbine technicians or solar panel installers. They contribute to environmental sustainability and require green skills, but those skills are not rapidly changing.

Greening jobs are existing roles where there are more significant skills changes to increase environmental impact. Examples include automotive technicians or engineers due to ongoing vehicle electrification. Finally, Green+ jobs are new roles which require a significant number of new skills. For example, emerging technologies such as direct carbon capture or hydrogen technology will create Green+ jobs which do not exist today.

### The Different Shades of Green Jobs

**Green jobs** are current roles that contribute to environmental sustainability but do not require new skills.

**Greening jobs** are existing roles that are becoming more impactful to environmental sustainability and require some new skills.

**Green+ jobs** are new roles being created to accelerate environmental sustainability and will require many new skills.

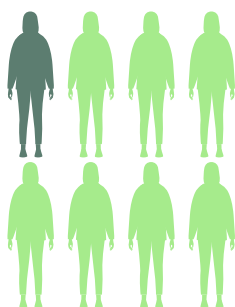
**Green skills** are the knowledge, soft and technical abilities, values and attitudes needed to live in, develop and support a sustainable and resource-efficient society.

**Non-green jobs** are roles that do not contribute to an employer's overall environmental sustainability.

<sup>10</sup> [World Economic Forum 2023 Future of Jobs Report](#)

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**Only 1 in 8  
workers has more  
than one green skill**



## Green Skills in Demand

Across industries, green skills are in short supply. Three-quarters (75%) of employers around the world say they are struggling to find skilled talent.<sup>11</sup> For employers seeking skilled green talent specifically, they say their greatest challenges are finding qualified workers (44%), creating relevant upskilling programs (39%) and identifying applicable existing skills (36%).<sup>12</sup>

The global green skills gap is substantial. **Today, only 1 in 8 workers has more than one green skill.**<sup>13</sup> This creates both a challenge for employers and substantial missed opportunity for workers, as the median hiring rate for workers with at least one green skill is 29% higher than the workforce average. In addition, the number of job postings requiring at least one green skill grew 15% YOY in early 2023.<sup>14</sup>

Green skills gaps are particularly acute within highly technical industries, such as renewable energy and automotive. **The European Institute of Technology (EIT) recently studied green jobs and skills needs within the battery supply chain. In the battery value chain alone, they identified 100 unique green jobs and 75 highly technical skills needed.**<sup>15</sup> It is worth considering this is still an industry in its relative infancy, since only 14% of new cars sold in 2022 were electric.<sup>16</sup> The number of roles and skills needed in this industry will continue to grow, as global battery production scales up to meet growing demand.

<sup>11</sup> [ManpowerGroup Global Talent Shortage Survey](#)

<sup>12</sup> [ManpowerGroup Employment Outlook Survey](#)

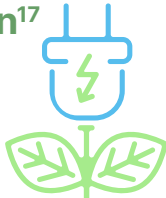
<sup>13, 14</sup> [LinkedIn Global Green Skills Report](#)

<sup>15</sup> [EIT InnoEnergy Skills Institute Study](#)

<sup>16</sup> [IEA Research](#)



## Required jobs in the battery value chain<sup>17</sup>



### Raw Materials and Processing

Advanced purchasing analyst  
Battery material engineer  
Battery material technician  
Business controller  
Calibration technician  
Cleanroom engineer  
Data scientist  
Environmental analyst  
Equipment engineer  
Equipment technician  
Inventory technician  
Laboratory technician  
Material handler  
Mining engineer  
Quality control engineer  
Raw materials sourcing analyst  
R&D engineer  
Safety manager  
Supply chain analyst  
Technical manager



### Cell and Battery Pack Manufacturing

Battery design engineer  
Battery software engineer  
Calibration technician  
Compliance manager  
Data scientist  
Engineering manager  
Health and safety manager  
Logistics manager  
Maintenance technician  
Manufacturing engineer  
Manufacturing operator  
Operations manager  
Plant shift leader  
Process engineer  
Production technician  
Purchasing analyst/specialist  
Quality engineer  
R&D engineer  
Systems design engineer  
Test engineer



### Electromobility

Automotive engineer  
Automotive safety performance engineer  
Battery algorithms engineer  
Battery maintenance technician  
Battery management systems engineer  
Battery system engineer  
Compliance manager  
Design engineer  
Electric vehicles service technician  
Engineering technician  
Equipment technician  
EV Sales manager  
Functional safety engineer  
Lab engineer  
Production assembly operator  
R&D engineer  
Safety engineering technician  
System controls engineer  
Test technician  
Vehicle testing & operations manager



### Stationary Storage Applications

Application engineer  
Battery analytics data scientist  
Battery algorithms engineer  
Battery system engineer  
BESS service technician  
Commissioning engineer  
Compliance manager  
Controls engineer  
Data engineer  
Electrical engineer (BESS)  
Embedded systems engineer  
Environmental analyst  
Innovation manager  
Installation technician  
Maintenance manager  
Mechanical design engineer  
Operations manager  
Quality technician  
Software engineer  
System design engineer



### Battery Recycling & Second-Life Batteries

Battery materials technician  
Battery recycling specialist  
Chemical engineer  
Compliance specialist  
End of warranty manager  
Environmental engineer  
Health & safety specialist  
Inventory technician  
Machine operator  
Metallurgist  
Process operator  
R&D scientist  
R&D technician  
Recycling collector  
Recycling process engineer  
Recycling technician  
Second-life battery project engineer  
Service technician  
Technical lead recycling  
Warehouse operations supervisor

<sup>17</sup> EIT InnoEnergy Skills Institute Study

## Required skills in the battery value chain<sup>18</sup>



### Raw Materials and Processing

- Anode & cathode materials
- Automation in mining
- Battery materials
- Characterisation techniques
- Chemical engineering
- Chemical safety
- Data analysis
- Environmental management
- Machine handling
- Material refinement
- Materials science
- Measurement & control
- Raw material extraction
- Sourcing
- Supply chain management



### Cell and Battery Pack Manufacturing

- Battery chemistries & technologies
- Battery design
- Battery handling & electrical safety
- Battery manufacturing process
- Battery testing & quality control
- Cell design
- Clean & dry room processes
- Data science
- Electrochemistry
- Failure analysis
- Preventive & predictive maintenance
- Quality control & inspection
- Root cause analysis
- Software engineering
- Troubleshooting



### Electromobility

- Automotive engineering
- Battery management systems
- Data analysis
- Diagnosis of defects in EVs
- Drivetrain components
- Electrical safety
- EV battery design & chemistries
- EV battery maintenance & servicing
- EV homologation & testing
- Failure analysis
- LV & HV battery systems
- Performance prediction
- Safety standards
- Software engineering
- Troubleshooting & repair



### Stationary Storage Applications

- Battery components
- Battery management systems
- Battery system design & integration
- BESS installation
- Data analysis
- Diagnostics
- Electrical safety
- Equipment & tools handling
- Failure analysis
- Grid & off-grid applications
- Performance prediction
- Power electronics
- Monitoring & control
- Safety standards
- Troubleshooting & repair



### Battery Recycling / Second Life

- Battery design & components
- Battery dismantling
- Battery materials
- Chemical engineering
- Data analysis
- Environmental management
- Hazardous waste handling
- Inventory control
- Material recovery
- Material science
- Process engineering
- Quality control
- Recycling equipment handling
- Reuse & repurposing of batteries
- Safety standards & regulations

## Partnering to Close Skills Gaps in Battery Manufacturing

**ManpowerGroup is partnering with the InnoEnergy Skills Institute to help train and upskill up to 800,000 workers throughout the European battery supply chain by 2025.**<sup>19</sup>

<sup>18</sup> EIT InnoEnergy Skills Institute Study

<sup>19</sup> ManpowerGroup

# Bringing Workers Along for the Green Transition



**Nearly all employers in every industry (94%) said they don't have the talent they need to achieve their ESG goals.**<sup>20</sup> Bringing workers along is critical, as organizations transition their business to greener and cleaner technology. We recently examined workforce opinions about the green transition in seven countries and identified opportunities for employers.

The following research is based on an online survey of 5,029 workers, who were either in full- or part-time employment or actively looking for work, conducted in October 2023. The data is weighted equally between the following markets: United States, United Kingdom, France, Germany, Spain, The Netherlands and Switzerland.<sup>21</sup>



**94%** of employers  
say they don't have the  
talent they need to achieve  
their ESG goals

## Mind the Green Sentiment Gaps

Our recent research shows the growing sophistication of the green transition. On the one hand, it identifies key differences among groups of workers, industries and countries. At the same time, it illustrates shared optimism about the future. **Employers should avoid the temptation to find a one-size-fits-all message for sustainability and the green transition.**

<sup>20</sup> [ManpowerGroup Employment Outlook Survey](#)

<sup>21</sup> ManpowerGroup Green Workforce Survey, October 2023

## Blue- and White-Collar Workers

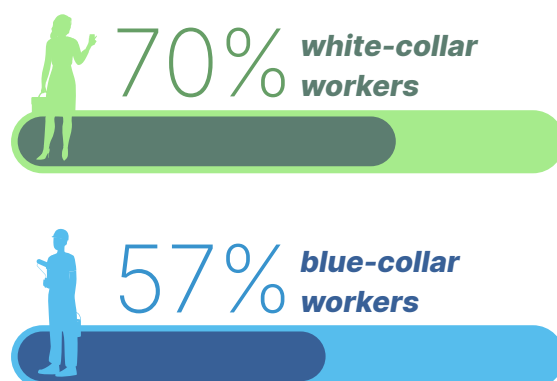
**More than half of all workers (66%) say they are ready to embrace the green transition;** however, there is a gap between blue- and white-collar workers. While 70% of white-collar workers say they are ready to embrace the green transition, only 57% of their blue-collar peers say the same. In addition, a significant portion of both groups of workers (23%) say they are unsure.

### **Most Workers Are Ready — Many Still Have Questions**

Do you think you are ready to embrace the green transition of your company and the economy?

Yes (White-Collar: 70% , Blue-Collar: 57%)	<b>66%</b>
Unsure	<b>23%</b>
No	<b>11%</b>

### **Workers who are ready to embrace the green transition:<sup>22</sup>**



## Industry Gaps

There are noticeable differences in green enthusiasm between industries. **Workers in the Information Technology and Financials & Real Estate industries are the most likely to express readiness for the green transition within their organization.** At the same time, workers in the Energy & Utilities and Transport, Logistics & Automotive sectors are less optimistic.

These varying levels of excitement are particularly interesting when you consider that, around the world, substantial investments are currently being made in green energy and vehicle electrification. Given the lower sentiment is found in industries with a higher number of blue-collar workers, this is likely another illustration of the perception gap.

### **Percentage of Workers Ready to Embrace Green Transition by Industry**

Information Technology	<b>75%</b>
Financials & Real Estate	<b>74%</b>
Consumer Goods & Services	<b>68%</b>
Industry Average	<b>66%</b>
Healthcare & Life Sciences	<b>66%</b>
Industrials & Materials	<b>65%</b>
Communication Services	<b>64%</b>
Energy & Utilities	<b>64%</b>
Transport, Logistics & Automotive	<b>62%</b>

<sup>22</sup> ManpowerGroup Green Workforce Survey, October 2023



## Perception Gaps

When workers across countries were asked how committed they felt their employer was to the green transition, it unveiled some interesting gaps. **Workers in The Netherlands, Germany, United Kingdom and Spain are more optimistic; however, they were more skeptical in Switzerland (50%), the United States (47%) and France (47%).**

Employee and employer perception gaps are currently misaligned, based on the percentage of employers in the same countries saying they are currently or actively planning to recruit green jobs and skills. In the U.S., the gap is particularly pronounced. Despite the accelerating pace of global green business transformation, less than half of employees believe their employer is truly committed to the green transition.

### *Worker Perception of Employer Green Commitment vs. Employer Intentions to Recruit Green Talent by Country*

Country	Employees Who Believe Their Employer Is Committed to Green Transition <sup>23</sup>	Employers Actively or Planning to Recruit for Green Jobs <sup>24</sup>
The Netherlands	60%	65%
Germany	57%	66%
United Kingdom	56%	71%
Spain	55%	68%
Global Average	53%	68%
Switzerland	50%	67%
United States	47%	75%
France	47%	65%

There is also a gap when workers consider their impact on the green transition. When asked whether they would prefer to work in a green industry with less future impact or a currently “dirty” industry with more potential to make an impact, **most (55%) would prefer to be in an industry with a green reputation instead of one perceived as harmful (14%).**

This choice lacks rationale, as the latter would mean helping drive a larger net reduction of carbon emissions and a greater positive impact on the environment. Nevertheless, employers who may be perceived as “dirty” today should not lose hope. This perception gap can be closed by more effectively telling your green story to current and prospective employees.

### *Employee Industry Preference*

Already Green Industry, Less Potential Impact **55%**

Perceived Environmentally Harmful Industry, More Potential Impact **14%**

No Preference **31%**

<sup>23</sup> ManpowerGroup Green Workforce Survey, October 2023

<sup>24</sup> [ManpowerGroup Employment Outlook Survey, Q3 2023](#)

## What Workers Want

Overall, most workers are optimistic about the green transition, which is good news for employers investing in building greener future business models. **Green progress is part of the consideration process when workers evaluate a job opportunity — they want to see progress more than pledges.** It is also increasingly important to Gen Z and Millennial workers and, consequently, should be a consideration as employers recruit the next generation of talent. It is worth noting, however, that a significant portion of the workforce still remains skeptical.

### A Little Less Talk, A Lot More Action

We asked employees to consider two equal job offers from two different companies and how much green factors, such as clear and visible action to address environmental issues, vocal environmental responsibility or ambitious environmental targets, would have an influence on their decision. **Workers say clear action to address environmental issues is the most likely to positively influence their decision, while a poor reputation on environmental issues is the most likely to negatively influence their decision.**

When you combine the top positive and negative drivers, the key takeaway for HR business leaders is authenticity. Employers with a positive reputation and track record of environmental stewardship action will be in the best position to attract talent.



# 60%

**of workers say clear action to address environmental issues will positively influence job consideration<sup>25</sup>**

### Top Green Factors and Influence on Job Consideration

Positive Impact	
Clear and visible action taken to address environmental issues	60%
Leaders vocal about commitment to environmental responsibility	54%
Ambitious company environmental targets	52%
Negative Impact	
Poor company reputation on environmental issues	68%
No clear company environmental commitments	49%
Leaders who don't focus on environmental issues	48%

<sup>25</sup> ManpowerGroup Green Workforce Survey, October 2023

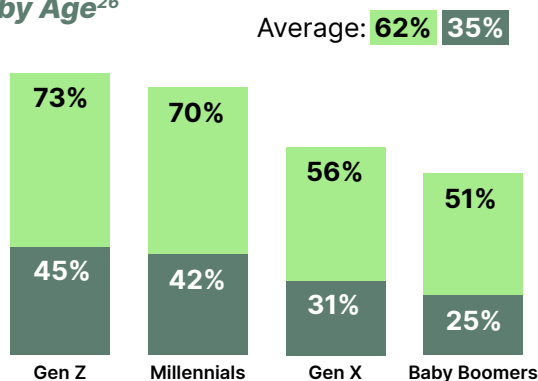
## Greenlighting the Next Generation of Talent

**Nearly two-thirds (62%) of all workers say they research an organization's environmental reputation and roughly one-third (35%) say it impacts their decision to accept or reject a job offer.**

While the figures are lower for more experienced workers, they increase for candidates who are newer to the job market. Among respondents aged 18-24, 75% say they will research an organization's environmental reputation, and almost half (46%) believe it will impact their likelihood of choosing a particular employer.

This same age group is also more likely to say clear and visible action to address environmental issues will positively influence their decision to work for an employer. As a growing number of employees reach retirement age, it will become increasingly important for employers to use every opportunity — including their green transition story — to attract this generation of environmentally conscious talent.

### Importance of Environmental Reputation for Job Consideration by Age<sup>26</sup>

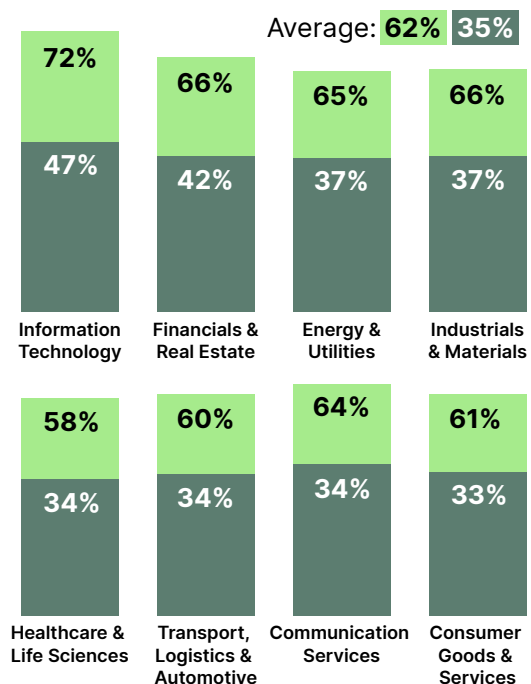


## Sector Standouts for Sustainability Reputation Importance

Two sectors with a reputation for innovation and analytical thinking stand out when we look at the influence of environmental reputation by industry. **An organization's green reputation is the most important and the most likely to influence job offer decisions for workers in the IT and Financials & Real Estate sectors.**

This is an important consideration for employers in all industries because these two sectors have historically led to innovation and adoption of emerging workforce trends. It is also worth noting that employer environmental reputation has an impact on hiring decisions in every industry today.

### Importance of Environmental Reputation for Job Consideration by Industry<sup>27</sup>



Check company's reputation on environmental responsibility (NET)


Check company's reputation on environmental responsibility and it IMPACTS their decision

<sup>26, 27</sup> ManpowerGroup Green Workforce Survey, October 2023

## How Workers Feel

Throughout the data, we have seen the importance of worker perceptions of the green transition and its impact on employer favorability. This is why it is also important to consider worker opinions about the green transition. **If employers cannot attract and retain the future workforce they need, they will not be able to achieve their green business transformation goals, which may also impact delivery of their overall business ambitions.**

65%  
of workers  
feel positive  
about the  
green  
transition



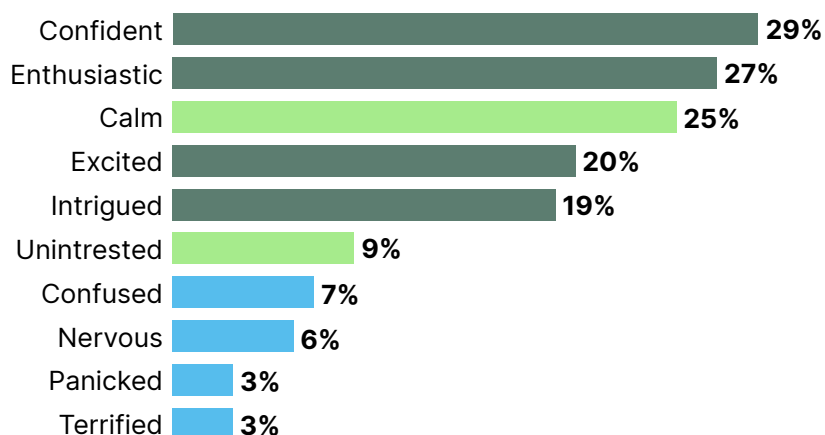
### Keen on Green

We asked workers to describe how they felt about the green transition. **For most (65%), the feelings were positive, and confidence (29%) was the top answer used to describe its future impact on their career.**

It is worth noting that, overall, white-collar workers were slightly more optimistic about the future impact on their career than blue-collar workers. In addition, a significant portion of workers expressed neutral (34%) or negative (15%) feelings about the future.

### Green Transition Worker Sentiment<sup>28</sup>

Which of the following best describes how you feel about the following transitions impacting your career?



Positive (65%)    Neutral (34%)    Negative (15%)

<sup>28</sup> ManpowerGroup Green Workforce Survey, October 2023



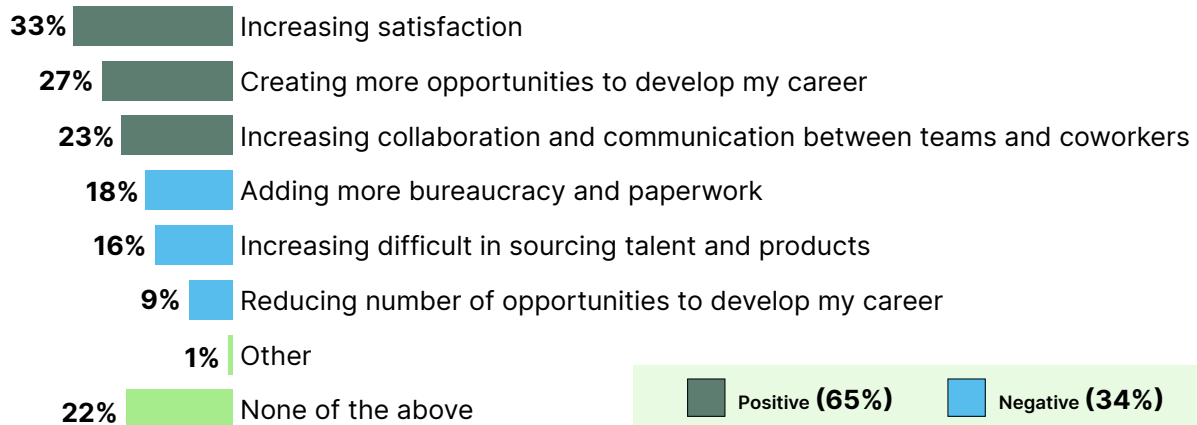
## So, What Does It Mean?

In addition to measuring overall worker sentiment, we also asked employees to consider how the green transition would impact their day-to-day work. The majority (56%) believed it would create new opportunities, such as increased job satisfaction, opportunities for career development and more collaboration. Meanwhile, one-third (34%) anticipated minor negative impacts, such as increased bureaucracy or business difficulty.

Once again, we see generational gaps in the data. **Gen Z and Millennial workers believe it would have a more positive impact on their daily work than Gen X and Baby Boomer workers. Despite this observation, even among respondents aged 55-74, nearly half (44%) believe the green transition would have a positive impact on their day-to-day work.**

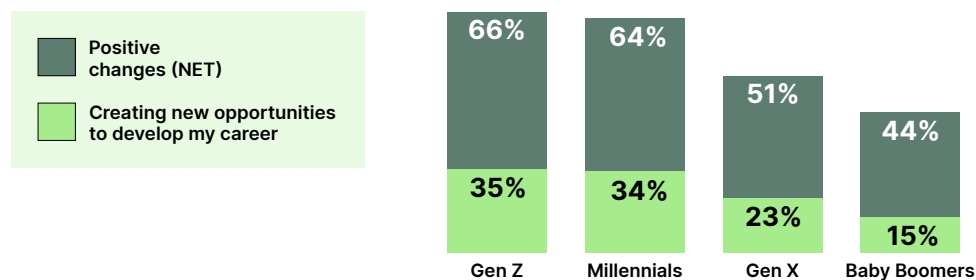
### Green Transition Impact on Daily Work<sup>29</sup>

How do you think the Green Transition will impact your day-to-day activities at your current job or a new job?



### Green Transition Impact on Daily Work by Age<sup>30</sup>

How do you think the Green Transition wil impact your day-to-day activities as you do your job / in a potential new job?



<sup>29, 30</sup> ManpowerGroup Green Workforce Survey, October 2023

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## Tell Me More

When we asked workers to consider what skills they think would be most important as their role evolves amid the green transition, a curious trend emerged. While they still consider creativity, problem-solving and IT to be valuable skills, awareness of the environmental impact of their role tops the list. This perfectly aligns with the concept of bringing workers along for the green transition. **For years, sustainability has been a staple of corporate messaging and scripted remarks by policymakers, but what does it really mean for the individual worker?** What does it mean for their future? What skills do they need? Employers who can answer these questions will be able to successfully build and retain the skilled workforce they need for the future green economy.

**47%** of workers think the most important green skill is awareness of the environmental impact of their role<sup>31</sup>



### Most Important Green Skills<sup>32</sup>

What are the most important skills for you to have in order for your role to transition to being more green?



<sup>31, 32</sup> ManpowerGroup Green Workforce Survey, October 2023

# Key Drivers of the Green Transition



The green transition is accelerating due to growing interest from key stakeholders including governments, consumers and investors. **As the impact of global climate change continues to grow, there will be increasing demands by stakeholders to take action.** Understanding the key drivers — and going beyond compliance — will be the key to future business differentiation.

## Growing Green Government Action

The United Nations' Climate Change Conference of the Parties (COP) regularly convenes with representatives from 198 countries to mitigate global climate change and preserve biodiversity. COP is an annual meeting intended to drive multilateral action to achieve the goals of the 2015 Paris Agreement, including limiting climate change to 1.5°C above preindustrial levels and achieving global carbon neutrality by 2050.<sup>33</sup>

In order to deliver on their COP-related promises, government actions across trading blocs, regions and countries are pressing organizations to adopt their own net zero commitments. These include the European Union (EU) €225 billion Green Deal Industrial Plan and the United States' Inflation Reduction Act, providing \$369 billion for clean energy.<sup>34</sup> In addition, multilateral efforts in South Asia and the priorities of the Chinese government are both focusing on climate mitigation (reducing CO<sub>2</sub>) and adaptation — reducing the effect of climate change.

To answer the growing global call to action, **nearly 6 in 10 (58%) Fortune 500 CEOs have now set their own ambitious net zero emissions targets, almost double the number (36%) reporting similar targets just two years ago in 2021.**<sup>35</sup>



<sup>33</sup> [United Nations](#)

<sup>34</sup> [ManpowerGroup Greening World of Work Report](#)

<sup>35</sup> [Fortune](#)

The challenge for policymakers has been translating global ambition to reduce climate change into concrete regulations and actions at home without harming key stakeholders. As a result, **they are increasingly trying to balance the simultaneous transition away from carbon-intensive economic activity to a greener economic future.**

1. **Transition out of carbon-intensive sectors** and the importance of responsibly exiting these activities so as not to harm governments, workers, or communities dependent on these assets (e.g., mining for coal).
2. **Transition in to low-carbon economies**, which can risk exploitation of workers involved, e.g., the mining rare earth minerals, which are crucial to power and enable renewable energy technology.

The “transition in” can create such high demand for renewable energy that related land acquisition may negatively impact neighboring communities, causing the exploitation of workers in the renewable energy manufacturing supply chain. **Thus, the COP process is considering the human and society factors needed to implement a successful and sustainable transition to net zero.**

In this context, a separate Just Transitions Declaration and Principles on “Supporting the Conditions for a Just Transition Internationally” was also agreed upon at COP26 by some governments, outlining key principles they supported in rolling out just-transition activities that support the net zero target.<sup>36</sup>

## Key Principles of Just and Equitable Transition<sup>37</sup>



Support workers in the transition to new jobs



Promote social dialogue and stakeholder engagement



Drive equitable economic opportunities



Create opportunities for local, inclusive and meaningful work



Manage sustainable and responsible supply chain sourcing



Maintain the reporting standards of the Paris Agreement.

For those in labor policy and workforce planning, the practice of hiring experienced talent from competitor companies or other countries can only be a stopgap measure. The struggle to overcome global talent scarcity in the context of net zero must be augmented by the commitment to create and nurture a highly trained, competent and flexible workforce; this ensures value is generated from the transition to net zero at every level of society.

Governments must work together with companies, schools, colleges and other learning and training institutions to create a flexible lifelong learning environment that facilitates the reskilling and upskilling of workers. This will ensure that workers also benefit from the transition, regardless of where they are in the net zero value chain.

<sup>36, 37</sup> [Institute for Human Rights & Business](#)



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## Increased Consumer & Investor Demand for Sustainability

**Organizations offering sustainable products and services can grow their market share, but those that excel with their green efforts also attract top talent and a broader range of investors.** Whether for goods or services, business leaders have grasped the importance of broadening and deepening their sustainability-related credentials in the marketplace and are continuing to innovate on reducing environmental impact.

Leading organizations have moved on from solely working on their internal environmental improvements to helping suppliers reduce their carbon footprint — all while encouraging consumers to greater responsibility and governance when they use the product or service (e.g., encouraging reuse, waste reduction and recycling initiatives).



***of Gen Z prioritizes sustainability when making purchases***

**Gen Z Leads the Way:** Gen Z leads strong consumer preference for sustainability, with 75% of Gen Z individuals saying when it comes to making purchases, prioritizing sustainability outweighs brand considerations.<sup>38</sup>

**A Consumer-Driven Shift:** Nearly half (49%) of global consumers opted to pay a premium for sustainable products.<sup>39</sup>

**Investors are Watching:** More than three-quarters of investors (79%) say the way a company manages ESG risks and opportunities is an important factor in their investment decision-making.<sup>40</sup>

<sup>38</sup> [University of Pennsylvania Wharton School of Business](#)

<sup>39</sup> [IBM Institute for Business Value](#)

<sup>40</sup> [PwC](#)

# Building Green Competitive Advantage



## The Key Pillars of Green Strategic Workforce Planning

Strategic workforce planning, or the process of using data and analytics to ensure that a business has the right workforce to support its goals and strategy, is not new. Key best practices include assessing the current and future needs of the business, identifying the gaps and risks in the existing workforce and developing solutions to address them.

This is easier said than done when the green transition and disruptive tech are accelerating the pace of change for your business. For example, **in a recent survey of senior global HR leaders, 69% said prioritizing HR work is more difficult now than before the 2020 pandemic.**<sup>41</sup> They point to the unsettled employee-employer relationship, persistent skills shortages, transformative technology innovations and pressure for operational efficiency as the key drivers.

Similar challenges have been identified in the ManpowerGroup New Human Age trends report, which explores the combined impact of talent scarcity, disruptive technology, changing ways of working and the green transition.<sup>42</sup> When asked specifically about the challenges recruiting for green jobs and skills, employers report consistent hurdles across the talent acquisition process.<sup>43</sup>

## Key Green Recruiting Challenges

Finding qualified workers	44%
Creating relevant upskilling and training programs	39%
Understanding what skills need to be updated	37%
Identifying current skills that can be applied	36%
Calculating green jobs return on investment (ROI)	26%

<sup>41</sup> [Gartner 2024 HR Priorities Survey](#)

<sup>42</sup> [ManpowerGroup New Human Age Trend Report](#)

<sup>43</sup> [ManpowerGroup Employment Outlook Survey](#)

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## It's Not Easy Being Green: How ManpowerGroup Helps Organizations Accelerate Green Business Transformation

**ManpowerGroup partners with clients of all sizes in nearly every industry to attract, retain and grow skilled talent to achieve green business goals.** The following is a list of some recent examples where ManpowerGroup has worked with clients and strategic partners to accelerate green business transformation.

### Green Client Success Stories & Green Partnership



Optimized green talent acquisition process, **accelerating both recruiting and upskilling for key roles** for the world's largest wind turbine manufacturer



Reduced assembly workforce costs for a leading global electric vehicle manufacturer over multiple years, **helping them exceed production targets and reduce automotive emissions**



Streamlined the sourcing of skilled technical and engineering talent for an established global automaker over 10 years, **helping them accelerate their transition from internal combustion engine technology to electric vehicles.**



Helped a global leader in industrial automation to **build the Academy of Advanced Manufacturing to more quickly fill both green and non-green skilled roles**



Rapidly scaled up talent acquisition to help a growing battery manufacturer **expand their operations across North America and Europe**



Identified new sources of talent from traditionally underserved communities in multiple markets for a global cosmetics leader, **helping them exceed progress toward their ESG goals while improving productivity and retention**



Partnered with the [InnoEnergy Skills Institute](#) to **accelerate green jobs upskilling and reskilling throughout Europe** with the goal of training up to 800,000 workers by 2025

## Global Workforce Solutions to Accelerate Green Business Transformation



### ***Upskilling & Reskilling at Scale***

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### ***Continent and Permanent Talent Sourcing***

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### ***OnSite Management***

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### ***Recruitment Marketing Support***

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### ***Strategic Workforce Planning***

## **About us**

Manpower® is a global leader in contingent staffing and permanent recruitment, providing strategic and operational flexibility to organizations and connecting people to meaningful work while helping them develop skills to stay employable.

With our data driven insight into people's motivation, skills adjacencies, and performance potential, we provide learning programs, on the job training and market-based certifications for rapid reskilling and upskilling at scale. To learn more visit [manpower.com](https://manpower.com).

## **Stay Connected**

