



Training for green jobs



THE ADECCO GROUP



Contents

- Introduction 3
- Case study overview 11
- Hydrogen sensibilization module 12
- Training for elected officials:
How to implement an efficient green transition public policy? 14
- Giobert project 16
- BlocPower partnership 18
- E-mobility company 20
- Recommendations & Conclusion 22

Introduction

As international institutions and governments are acting on the challenges of the green transition, the world of work also needs to get ready for the changes the transition will require. There is an urgent need to prepare workers, employers and more generally businesses for the jobs of the future, which will include green jobs.

As the ILO underlined in a meeting with the European Commission in April 2021, a green recovery would add 20 million jobs by 2030, requiring new skills. Making the best of the climate and environmental challenges we are facing by creating employment opportunities can make the transition just and inclusive for all. To unlock these opportunities for the benefit of society, we need a strong and lifelong partnership between education and employment.

To effectively manage the green transition challenge, efforts must be made amongst all labour market stakeholders – governments, employers and individual workers. Company and government leaders must step up to equip workers with the skills needed to help employers be more environmentally friendly and achieve net zero emissions. People are central and key to the green transition: the transition will not happen by itself. People need to be equipped with the right set of skills to take part and fuel the green transition. For the green transition to successfully happen, a **green talent transition** is required.



What are green skills?

Cedefop, the European Centre for the Development of Vocational training,¹ defines green skills as “the knowledge, abilities, values and attitudes needed to live in, develop and support a sustainable and resource-efficient society”. This definition illustrates that it might be complex to identify on a detailed level which skills are “green” and which ones are not, as this might differ between economies and sectors. Although, it has been referenced in the Joint Research Centre’s Report about GreenComp², a reference framework for sustainability competences.

When we speak of green skills and green jobs, we designate the skills that will be needed most for jobs of the future. We believe that green skills can define a broad set of skills such as digital skills, engineering skills, waste management, carpentry skills. In the context of the green transition, we refer to “jobs of the future” as those which will undergo modifications in order to adapt to global environmental and climate goals. Making companies more sustainable can happen in diverse ways and may have unexpected effects on their business model. New skills might be needed in technical roles, but equally in supply chain management, marketing and sales, or customer support.

For the transition to happen smoothly, environmental awareness must be mainstreamed in all curricula. This means the development of courses for new professional profiles linked to greening, namely sustainability officer or environmental engineer. What seems more important is to ensure that specific re- and upskilling projects are based on a thorough understanding of local labour market needs – and the workers’ pre-existing skills and personal preferences.

Green skills will be needed by all sectors and at all levels in the workforce. According to LinkedIn’s Global Green Skills Report 2022³, there is a demand for “green talent” expanding across all industries, but not enough workers with the skills to fill those positions. This results in a green talent gap, even though the share of green talent increased from 9.6% in 2015 to 13.3% in 2021, representing a growth rate of 38.5%. The hiring of green talent is accelerating faster than overall hiring. The pandemic has highlighted this trend, showing that green talent has been relatively more resilient to an economic downturn than non-green talent. Indeed, according to internal Adecco Group research comparing job postings from the first quarter of 2021 and the first quarter of 2022, generally job postings were down for all types of jobs in 2022 relative to 2021, but ads for green jobs decreased less than average. The Adecco Group Data & AI Team analysed job postings, looking both at narrow “highly green” jobs, as well as “broadly green”. In Germany, there was a 48% growth difference between “broadly green” jobs, and other jobs, and a 21% growth difference between narrow “highly green” jobs and other jobs. Green jobs, green skills and the talent filling those jobs represent an important part of the future of the world of work.

¹ Cedefop’s Publications page: <https://www.cedefop.europa.eu/en/projects/skills-and-jobs-green-transition/publications>

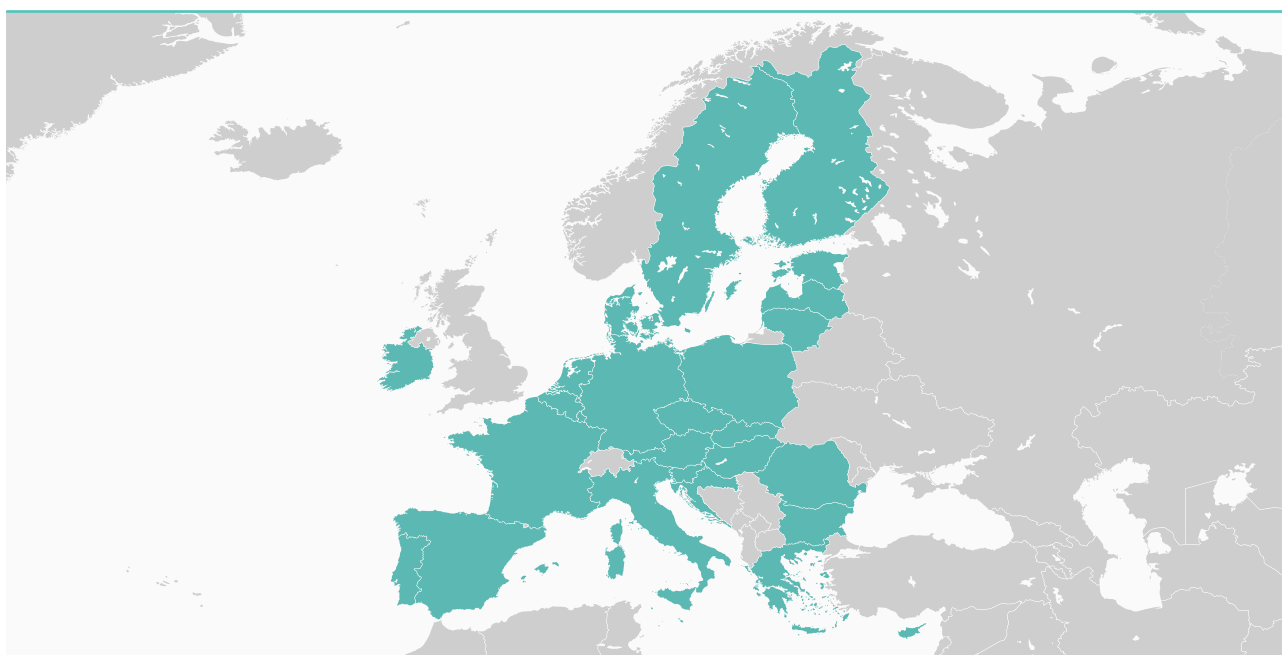
² Available at https://joint-research-centre.ec.europa.eu/greencomp-european-sustainability-competence-framework_en

³ Available at <https://economicgraph.linkedin.com/content/dam/me/economicgraph/en-us/global-green-skills-report/global-green-skills-report-pdf/li-green-economy-report-2022.pdf>

Policy action

Policy makers no longer need to be convinced that the green transition deserves policy attention. Most governments have developed plans to tackle the green transition, and many also include ambitions for job creation in the process. However, plans on how to ensure the existing workforce is ready for these new jobs are much less developed.

European Union



In the EU, the green transition policy actions are included in the European Green Deal that was announced in December 2019⁴. In March 2022, the European Commission released a communication titled “Towards a Green, Digital and Resilient Economy: Our European Growth Model”⁵. The Communication acknowledges the unprecedented transformations the European economy is going through and confirms the need to reinforce their long-term sustainable growth agenda. At EU level, the European Pillar of Social Rights and the associated Action Plan provide a coherent framework for action, including ambitious EU headline targets for 2030 in the areas of employment, skills and poverty reduction. At least 78% of the population aged 20 to 64 should be in employment

by 2030; and at least 60% of all adults should participate in training every year.

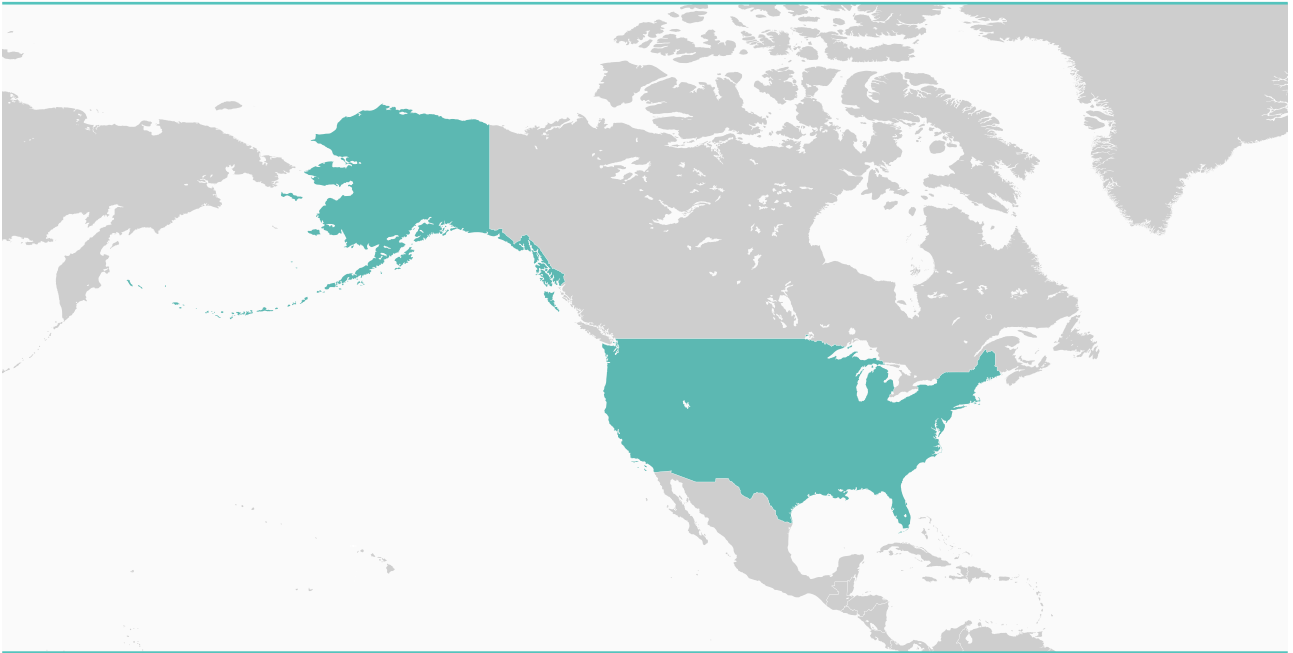
On the 14 of July 2021, the European Commission adopted a package of proposals, issuing the commitment of the 27 Member States to turn the EU into the first climate neutral continent by 2050, and reduce their emissions by at least 55% by 2030, will create new opportunities for innovation, investments and jobs. The new proposals that accompany the Green Deal will have an impact across entire value chains in sectors such as energy and transport, construction and renovation, helping create sustainable, local and well-paid jobs across Europe. In the construction sector alone, 160 000 additional green jobs could be created by 2030⁶.

⁴ The European Green Deal https://ec.europa.eu/info/sites/default/files/european-green-deal-communication_en.pdf

⁵ Towards a Green, Digital and Resilient Economy: Our European Growth Model https://ec.europa.eu/info/sites/default/files/economy-finance/com_2022_83_1_en_act_part1_v5_0.pdf

⁶ Delivering the European Green Deal https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal/delivering-european-green-deal_en

United States



In December 2021, President Biden signed an executive order that demonstrates how the country will leverage its scale and procurement power to lead by example in tackling the climate crisis. The “Federal Sustainability Plan”⁷⁷ focuses on catalysing America’s Clean Energy Industries and creating jobs through sustainability.

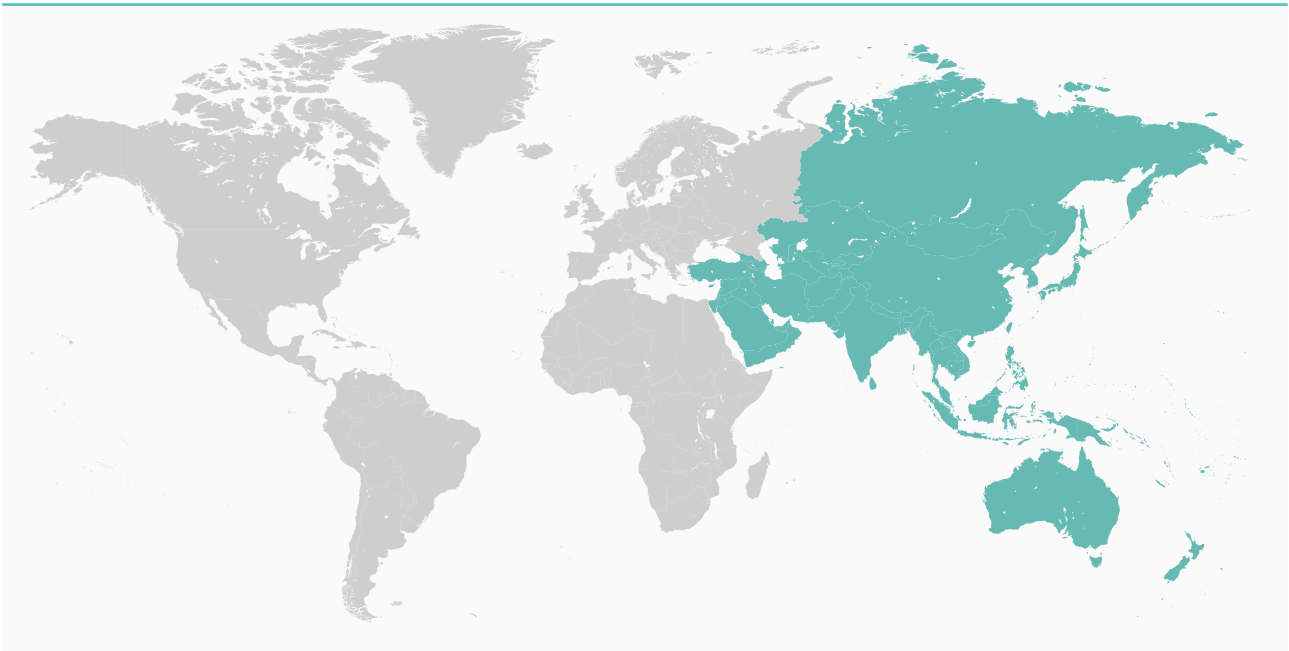
Increasing the sustainability of federal supply chains is the US’ way of achieving net-zero emission from federal procurement by 2050. Indeed, the companies that supply the federal government are important partners in achieving the climate goals and growing the economy and American jobs.



⁷⁷ Available at <https://www.sustainability.gov/federalsustainabilityplan/>



Asia and the Pacific Region



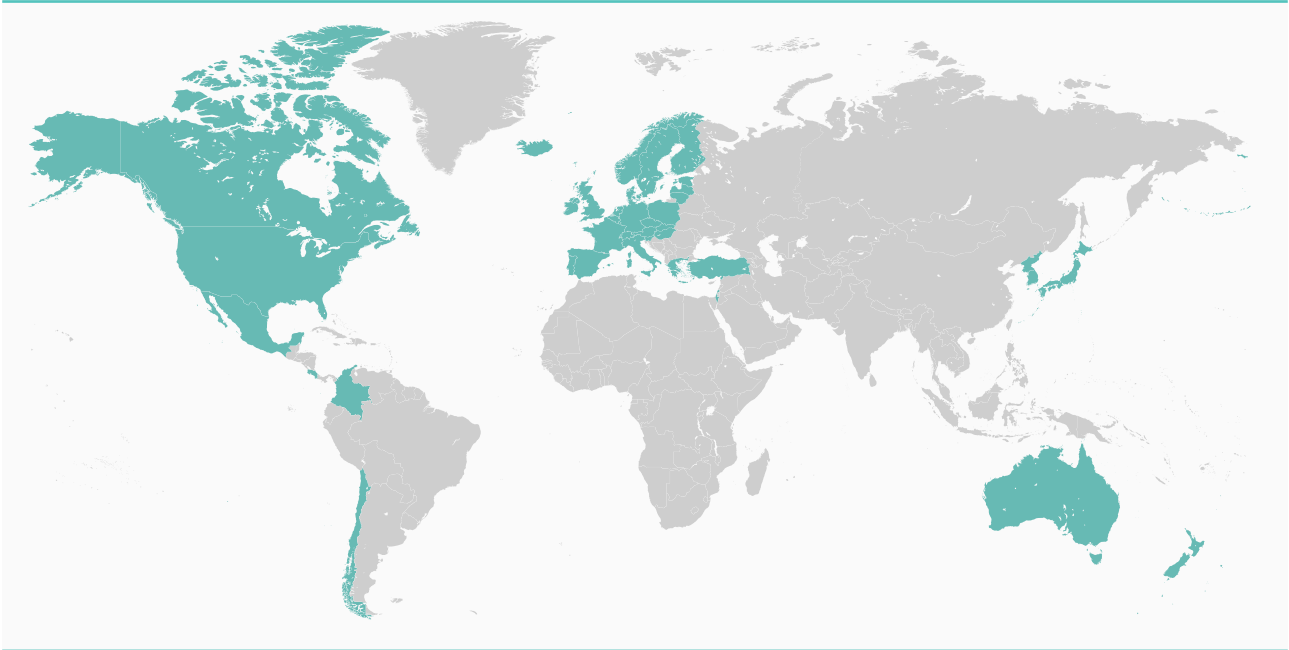
The ILO has identified that by 2030 an additional 14.2 million (net) green jobs could be generated, assuming that the region will shift to renewable energy sources. The Philippines first led the way in ASEAN (Association of Southeast Asian Nations) promoting green jobs with the enactment of the Green Jobs Act⁸ in 2016. Then, ASEAN leaders adopted a Declaration in November 2018, committing to promote green jobs, through adjustments to training and skills development activities.

Since then, Singapore has developed multiple programs supporting skills development in the workforce and at the institutional level. Another notable example is South Korea's Green New Deal⁹, submitted by the government in December 2020 to the UNFCCC (United Nations Framework Convention on Climate Change), part of a nation-wide strategy to create more than 600 000 jobs and help the country overcome the economic crisis, while addressing climate and environmental challenges.

⁸ Available at <https://www.officialgazette.gov.ph/2016/04/29/republic-act-no-10771/>

⁹ More information here: <https://www.undp.org/blog/south-koreas-green-new-deal-year-transition>

OECD countries



According to the OECD Policy Response “Making the green recovery work for jobs, income and growth” at least 30 OECD and Key Partner countries such as Brazil, China, Indonesia and South Africa, have included measures directed at supporting the transition to

greener economies as part of their Covid-19 recovery programmes or strategies, such measures including new funding and programmes to create jobs and stimulate economic activity.



The Adecco Group's view



As the world's leading talent solutions and advisory company, driven by a meaningful purpose – making the future work for everyone - we are convinced that enabling as many people as possible to get the skills needed in the future is the right way to face this transition. In our previous “Skills for the Green economy”¹⁰ paper we highlighted how crucial skills investment and development were for enabling the transition.

The drastic changes needed in two key sectors – the energy sector and the automotive industry – were addressed by embracing truly sustainable workforce solutions¹¹. Taking this kind of action can effectively lead the way towards a greener future.

At The Adecco Group we are concretely addressing the skills investment, by reskilling and upskilling our talent and supporting our clients going through a workforce transformation linked to a greener economy. It's by investing in people and creating an environment which enables and empowers everyone to succeed – over the lifetime of their career – that we intend to make the future work for everyone.



Work-based learning

In this paper, we intend to illustrate examples of work-based learnings, as we believe this is the best way to train new talent, as well as people with a longer career who might face a career transition. Work-based learnings have obvious advantages both for the people trained, and for the employers. Indeed, in work-based learning programs, the people trained can get the experience employers are actively seeking and gain the specific skills and credentials they need to enter and succeed in careers. This way of learning is convenient as to learn what is relevant for them and for the organization they work for, and it links the theoretical aspect of learning to the practice in the workplace. They have the advantages of practicing and acquiring experience, which improves their skills, and in a work-based learning scheme, the trainee receives a salary supporting him/her financially. From the employer side, work-based learning helps employers gain access to job candidates who have the hands-on experience they are seeking, and the specific skills they need in their structure. It also sets up advantages in terms of loyalty of employees, as businesses that support learning actually benefit from a more motivated and loyal workforce. Work-based learning is tailored to the specific needs of individual employers and is the way of the future for businesses. Therefore, in the context of the green transition, work-based learning seems to be the best solutions to train talent to get the skills that will be needed tomorrow.

¹⁰ Available at <https://www.adecco.si/wp-content/uploads/2021/06/TAG-Skills-for-the-Green-Economy-Paper.pdf>

¹¹ For more information, you can read about the transformation processes those sectors have gone through in our previous paper: <https://www.adecco.si/wp-content/uploads/2021/06/TAG-Skills-for-the-Green-Economy-Paper.pdf>

Institutional footprint

As the youth population represents today about 17% of the global population, meaning 1.2 billion people, and is expected to grow to 1.3 billion by 2030, it is necessary to provide the youth access to training for the thousands of new jobs expected to appear by the same timeline. We recognize the importance of acting in cooperation with institutional partners that enable people to get access to good quality training.

At the global level, the Adecco Group is a member of the Global Apprenticeship Network, an alliance where private sector companies, business federations and associations come together to advocate for work-readiness programs, share best practices and commit to action around youth employability and skills development.

At EU level, the Adecco Group is a member of the European Alliance for Apprenticeships and illustrates its commitment to strengthening the quality and supply of apprenticeships across Europe through voluntary pledges. The Adecco Group has also joined the Nestlé Alliance for YOUth, which brings together private companies, European institutions and national governments in the fight against youth unemployment, and cooperates with the European Youth Forum, as a signatory of the European Quality Charter on Internships and Apprenticeships, and co-author of the Employer's Guide on Internships.



Case studies:

Training for green jobs

The Adecco Group is excellently placed to contribute to the Green Talent Transition. In the following pages, we will highlight several case studies of how we helped our clients, their employees, and other stakeholders prepare for the green transition. These case studies come from each of our three Global Business Units

(Adecco, LHH and Akkodis), and from various countries. Although the context is different in each country, and the training programmes vary in length and setup, we will draw lessons from these to provide the best framework conditions to enable companies and workers to jointly invest in the green talent transition.

Case study overview

	Case studies	Country	Ambition	Target group	Format
1	Hydrogen module	France	Raise awareness on hydrogen	Operators and technicians	6 hours training
2	Training for elected officials	France	Support communities of rural communes in their approach of developing a public policy	Elected officials	7 hours training
3	Giobert project	Italy	Develop the skills necessary to start an integrated methodology to quantify the Corporate Carbon Footprint	Executives	80 hours over 6 months
4	BlocPower partnership	United States	Train the climate tech workforce needed to power the clean energy and building modernization	Anyone willing to learn	3 months
5	Automotive Supplier - from mechanical to digital transformation	Germany	Enable workforce to develop and produce state-of-the-art products by reskilling employees with customized learning journeys	R&D engineers	6 months

1. Hydrogen sensibilization module

1.1. Structure:

Adecco Training¹² is in the Top 5 private professional training organizations in France, aiming to be the leading integrator of skills in employment through training. Adecco Training is therefore the main relevant training structure that The Adecco Group relies on, and as we are moving forward in adapting our training offers to the current needs of the world of work, in France, there are two training modules that will be delivered this year (2022) with particular relevance to the green transition.

1.2. Context:

As the hydrogen sector is one of the priority investment areas of the French Government, and more than 100,000 jobs are expected by 2030 in the field¹³, many skills need to be developed. Aside from job creation, the development of this field might encourage a lot of pre-existing jobs in other industrial sectors to be adapted in order to carry out their missions in the hydrogen sector. Based on this, Adecco Training decided to launch the first digital learning module to raise awareness of carbon-free hydrogen.

1.3. Ambition:

Upskill technical professionals and operators, but also internal staff or temporary resources and local ecosystem partners.

1.4. Target audience:

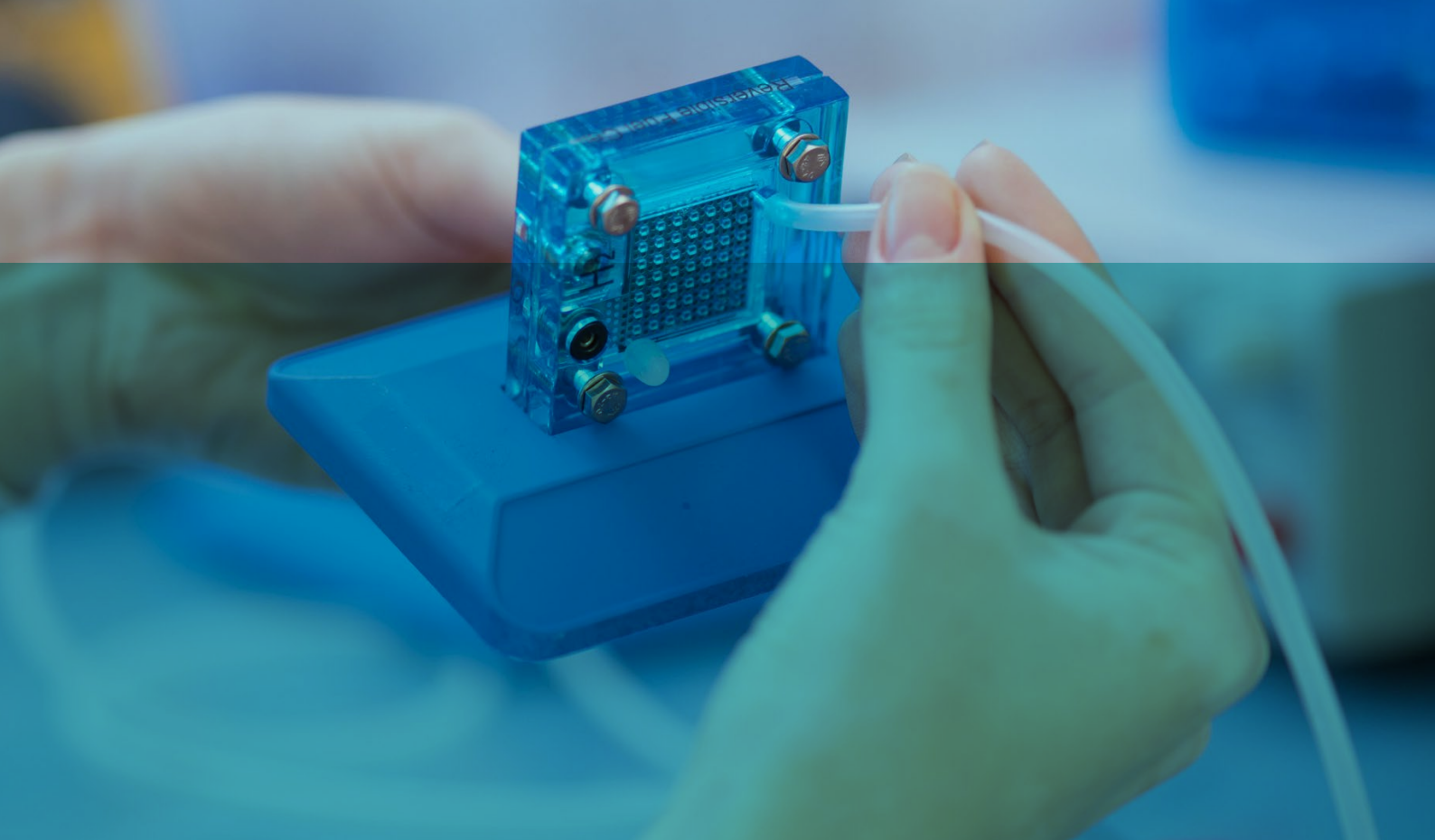
The training module targets 26 different jobs from a range of operators and technicians, that need to include hydrogen in their work. These 26 jobs represent more than 1.6 million workers in France as of 2021. At The Adecco Group, this represents almost 195,000 candidates working in those sectors, and at least 3,400 temporary workers that have worked in at least one assignment in these jobs in 2020.

1.5. Format:

The training is a six-hour digital learning module, divided into four different sessions, covering basic knowledge, technologies, security, and a specialized module which will be adapted to the different jobs addressed.

¹² Available at <https://www.adecco.fr/training/>

¹³ As announced by the association France Hydrogène, document available here: https://www.gouvernement.fr/sites/default/files/contenu/piece-jointe/2021/12/cma_france_hydrogene_livre_blanc_competences-metiers.pdf



1.6. Content:

This training includes differences ranked by skill and job types. It concerns jobs producing hydrogen such as welders and assemblers, and jobs using H₂, for example bus and train drivers. The module is specialized in technical skills that need to be developed in the different target jobs.

1.7. Enablers:

Due to be launched throughout June 2022 and provided France Compétences¹⁴ accepts and registers the proposed professional title, the training could benefit from both funding from enterprises and learners themselves, via their Individual Learning Account¹⁵ (“Compte personnel de formation”).

1.8. Challenges:

The difficulty of setting up this training resulted from the fact that the hydrogen sector is only just beginning to emerge in France. A lot of jobs should be created in this field in the medium and long term, but presently only a few companies have the necessary visibility on the type of profiles that will be needed to have a leading position in training for operators and technicians.

¹⁴ France Compétences is the national governance body for vocational training and apprenticeship.

¹⁵ For more information on Individual Learning Accounts, you can read our Briefing Paper here:

<https://www.adecco-jobs.com/-/media/project/adecco-group/pdf-files/the-power-of-labour-regulation/the-power-of-tag-ilas-briefing-paper-march-2020.pdf/?modified=20210128053859>

2. Training for elected officials:

How to implement an efficient green transition public policy?

1.1. Structure:

This training has also been designed by Adecco Training in France.

1.2. Context:

The idea for this training module comes from a brainstorming session initiated by French communities of rural communes, which perceived that the green transition, even if being recognized as a major public policy topic, was not understood well enough.

The instructor of this training, as collaborator of the President of the Ardèche department, initiated an action for an ecological transition at the local level. This project, Ardèche en transition, started in 2018 with the goal to change behaviours and ways of working internally at the department level, by changing the internal rules and regulations, the public procurement processes, and externally, by working with the communities of rural communes of the department to get funding for concrete projects. In three years, it resulted in many local projects initiated by citizens to better include small-scale enterprises or public structures to take part in the green transition. The overall success of this action inspired the elected officials to make a training that could help other departments make the changes at their level, by taking this up to Adecco Training to implement it nationally.

1.3. Ambition:

This training aims to better explain the challenges when implementing a green transition public policy in rural areas. It aims to support communities of rural communes in their approach of developing a real public policy rather than a set of actions that is not inducing real change. This training aims at giving the elected officials the tools to implement a real change strategy and to transform the communities in their daily practices as it was previously done in the Ardèche department.

1.4. Target audience:

Targeted specifically for elected officials.

1.5. Format:

The training is a one-day (seven hours) long in-person course, designed to welcome 5 to 15 participants for each session. The training aspires to induce a reflection on local issues and the role that everyone can play in the context of the green transition. The training also includes diagnostic tools and collective exchanges in order to bring out perspectives for the communities represented.



1.6. Content:

The program of the training includes six sub-sections, namely:

- understanding the challenges of the ecological and socially just transition
- the international framework
- what are the challenges on the territory
- set up a real ecological and just transition
- the actors of this transition
- the financial means at the service of the transition.

1.7. Enablers:

The funding of this training is possible either by the local authority or by the deposit and consignment fund from the individual right to training.

Each elected official has the right to benefit from a training adapted to their needs and it is up to the local authority to find the funds on its budget to pay for trainings.

Along with this training right related to the local authority, elected officials all benefit from an individual right to training, funded by the annual contribution of 1% that the elected official has to pay to the deposit and consignment fund. Since the 1st of January 2022, elected officials have access to “My elected official Account” to register to training sessions (and therefore ‘buy’ them).

1.8. Challenges:

These funding methods are often unknown from the elected officials themselves and therefore they are not actively seeking for trainings sessions. Those trainings modules suffer from a lack of visibility and from competitors who are experts on the green transition matters.

3. Giobert project:

1.1. Structure:

Mylia is the Adecco Group brand in Italy specialized in training and in the creation of development paths, aiming to analyze, interpret and define the needs of people in organizations, with a view to improving the employability of individuals, and the competitiveness of companies. One of Mylia's values is the continuous updating of knowledge and skills from a digital perspective, to aspire to permanent growth.

Giobert is one of Mylia's customer, a company operating in the automotive industry as a manufacturer for keys, lock cylinders and components for car interiors. Present worldwide, the company has five production plants. Giobert solutions are installed on vehicles of Fiat, Alfa Romeo, Ferrari, Lancia, Maserati and Ford.

1.2. Context:

In the light of the 2030 UN Agenda for Sustainable Development, the goal n°13 highlights the need to "promote actions, at all levels, to combat climate change". Over the last few years, companies have gained greater awareness of the need to implement measures of Carbon Management, aimed at a better management of CO₂ emissions and other greenhouse gases caused by organizational activities. Giobert is in the middle of a reorganization of its processes with a view to sustainability. This has brought into light inefficiencies in the production and organization processes. The company intends to pursue a new strategy for reducing the greenhouse gasses (GHG) produced.

1.3. Ambition:

The training aims at developing the skills necessary to start an integrated methodology to quantify the Corporate Carbon Footprint and extend this methodology to all company plants. This training action intends to act directly on the skills of the managers involved, in order to enable them to guide and govern the process of measuring emissions in all Giobert's plants.

1.4. Target audience:

Initially, this project plans to transfer to the three main executives of the company the main benefits that can come from applying a sustainable management policy of the supply chain. Subsequently, another training will be provided to all employees to raise awareness of these issues.

1.5. Format:

The training course is structured in two parts, that sum up to 80 hours of classes over six months. This includes 40 hours of skills development, meaning managerial skills and technical skills, and 40 hours of teaching methodologies, case studies and project work. The training will make use of a methodological mix: the more theoretical content will be addressed through the traditional classroom and for the most practical content, digital classroom tools will be used, as well as CRM (customer relationship management) systems for data processing and manipulation, analytical tools included in various platforms and reporting tools.



1.6. Content:

The teaching modules are as follows:

- Module 1: The Life Cycle Assessment methodology
- Module 2: Corporate Carbon Footprint and Regulations
- Module 3: Classification of GHG emissions
- Module 4: The Reporting of emissions: the GHG Report
- Module 5: Project work: carbon processing.

For this course, Mylia will involve experts in sustainability and green transition. The training is directly tailored to company needs and focuses on the definition of one Carbon strategy capable of obtaining a precise measurement of the organizational carbon footprint at Giobert. It outlines the necessary actions to mitigate the impact of the company activities on the natural environment.

1.7. Enablers:

This training is being funded by Fondirigenti, the largest Italian interprofessional fund entirely dedicated to managers' trainings, with the ambition to continue increasing the skills of executives and adapt them to the challenges of global competition.

1.8. Challenges:

When companies such as Giobert are approaching the sustainability issue, the biggest challenge is to match the real business needs with what is required by the funding. Often, the funded project is aimed at a specific theme, while the company is still in a phase of analysis at the perimeter of the evolving sector.

4. BlocPower partnership:

1.1. Structure:

General Assembly is a U.S.-based technology education provider that empowers individuals and companies through dynamic, employer-driven programs. General Assembly aims at closing skills gaps for individuals and businesses. They ensure that both workers and companies are able to adapt and stay relevant.

BlocPower is a U.S. leading national climate tech company focused on greening urban buildings. The company uses its proprietary software for analysis, leasing, project management and monitoring of urban clean energy projects.

1.2. Context:

BlocPower fellows took part in the tech fellowship. They are particularly well-suited for General Assembly's training because of their participation in professional training and their interest in transforming their careers and pursuing meaningful work in tech and design.

1.3. Ambition:

This program aims to continue to train the climate tech workforce needed to power the clean energy and building modernization revolution, and it also has an inclusion ambition associated with its target audience.

1.4. Target audience:

The training aimed at having underrepresented communities in New York City enrolled, resulting in 15 Black women taking part in the training.

1.5. Format:

The training is organized as a 12-week full-time immersive program at no cost.





1.6. Content:

The program included a training curricula in Software Engineering or JavaScript, a supplemental coursework in blockchain, case management partners for wraparound supports through ReForum Consulting, and the engagement of BlocPower and General Assembly employer partners for panels and potential employment opportunities. People already in green jobs also need a wide range of upskilling opportunities to keep up with other transitions.

1.7. Enablers:

BlocPower funds this training through private and public funding from philanthropic partners and the NYC Mayor's Office Office of Criminal Justice. BlocPower provided wraparound supports, a laptop and a regular paycheck to all participants not only through training but also into job search.

1.8. Challenges:

As this is a pilot, both General Assembly and BlocPower worked quickly to adjust course expectations. For many participants, the coursework created exposure to careers in technology and some of the graduates are interested in additional training to build on their skills. General Assembly is committed to providing ongoing on-demand learning and coaching support for those who are interested in continued upskilling. Both partners only had a month to recruit and move candidates through the application process and therefore would recommend a longer runway to help candidates understand if the training is a good fit for them. Specifically, digital skills and previous exposure to coding was a challenge for many learners, therefore for future cohorts, BlocPower should build a digital literacy bootcamp for interested candidates before they decide to apply for training.

5. E-mobility company:

1.1. Structure:

Akkodis is The Adecco Group's Global Business Unit leading in technology and digital engineering consulting, talent services and skilling. Akkodis aims at powering digital transformation and accelerating innovation with their cross-industry technology consulting.

LHH is The Adecco Group's Global Business Unit leading talent development and transition company, helping individuals and organizations navigate workforce change and transformation. LHH address needs across the entire talent journey, helping organizations build their capabilities and individuals build resilient careers.

The client company is a global technology company with 150,000+ employees which supplies systems for passenger cars, commercial vehicles, and industrial technology, enabling the next generation of e-mobility.

1.2. Context:

The client company was faced with the acceleration and intensified need for talent and skills needed for the green transition. They moved from a restructuring scenario towards a reskilling project thanks to seeing the possibilities and leveraging public funding. Therefore, in partnership with The Adecco Group, the customer laid the foundations and approaches for the planned up- and reskilling of around 30.000 employees.

1.3. Ambition:

This training has been designed to enable the workforce to develop and produce state-of-the-art products by reskilling employees with customized learning journeys. It represents a pioneering example of modern personnel policy that promotes target qualification and accompanies the change in the automotive industry in a future-oriented and job-securing manner.

1.4. Target audience:

The training targets Corporate R&D engineers, which for the technology company represents providing 30.000 employees with basic knowledge about e-mobility, and as for the mass scale reskilling more than 600 employees.

1.5. Format:

The e-mobility fundamentals represent a time investment of 10-30 hours, whereas the mass scale reskilling training is organized as a six-month full-time learning journey organized in six parts. Three different skilling journeys are available: Software Development Manager, Systems Development Engineer and Functional Safety Expert.



1.6. Content:

The training equips the participants with the necessary skills to succeed in today and tomorrow's green transition challenges, with methodological skills (design thinking & agile methods, SCRUM, Manufacturer PEP, Automotive Development Process), technical skills (mix between theoretical lessons and practical applications in form of projects and teamwork) and soft skills (communication and presenting, teamworking, feedback giving, personal development, career).

1.7. Enablers:

This project is co-financed by the German labour agency and implemented in cooperation with the local labour agencies in the different counties. The public funding allows the customer to save 20% of training costs and 30% of payroll costs during the reskilling period, as they co-finance the rest of the costs. This training had been made thanks to the partnership between all the stakeholders involved in the funding (supervising public authorities, employer and private training institution) and the public subsidies at two levels (% on training and % on salary).

1.8. Challenges:

Setting up this training module was not done without meeting a few challenges, such as creating and communicating potential career pathways for every employee, as well as anticipating and creating new roles beyond the skilling pathway. Engaging workers (in particular blue collars) go through career counselling and orientation is always a challenge. It required to promote the added value it would bring to the blue-collar workers for their reskilling pathways.

Recommendations & Conclusion



As action to tackle climate change is becoming increasingly urgent, it is important to outline a few elements: work-based learning and training, as well as the engagement of populations having traditionally less access to training, such as industrial workers, is important. The true differentiator for efficient action however is leadership. At the level of companies, there is the need to move faster on climate action and to have leaders who are ecologically conscious of the part they play in this. But as the action needed to be taken does not solely depend on one party, three groups of stakeholders – governments, employers, and individual workers - need to take part.

The five case studies mentioned in this paper show a few important learnings:

- 1** Most examples rely on external funding, either from governments or separate training funds. Governments can play a big role in steering re- and upskilling towards sustainable jobs.
- 2** It is not enough to make funding available; beneficiaries need to be aware training is available.
- 3** Guidance for skills anticipation and labour market relevance contribute to success.

Based on this, we suggest the following recommendations for each of the stakeholders.



Governments:

- Recognize that the Green Transition will not take place without a Green Talent Transition. Investing in skills is a crucial precondition to achieve climate neutrality across society.
- Recognize the importance of the work-based learning model and support this way of learning by providing more funding opportunities, including local levelling up- /reskilling projects, and including workers in diverse forms of work.



Employers:

- Act pre-emptively by mapping the necessary transition for your company and analyze the workforce impact of that transition.
- Actively engage in career guidance for all employees to ensure they are engaged with the transition.



Individuals/Workers:

- Take ownership of your career and think of your long-term career path.
- Develop your skills to ensure you remain employable throughout the green transition.

Throughout this paper, we have showcased our key initiatives in terms of training that can enhance people's skills for the upcoming green transition. Sectors that will play an important role in powering the green transition, for example the hydrogen sector, are relatively new and it is therefore more difficult to find workers that meet the new requirements of green jobs.

The case studies shown here are a good start, and despite being a small piece of what is being done it represents our contribution and illustrates our ambition to adapt to upcoming trends.

As climate action becomes increasingly urgent, at our level, what we can do as the leading HR and talent solutions company, is to adapt our people's skills to meet the challenges of the green transition.





THE ADECCO GROUP