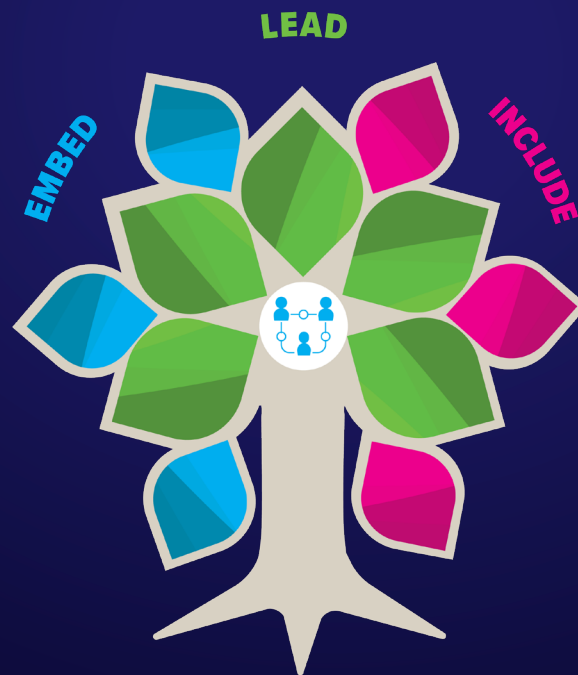# Green Skills Lab Blueprint

Five steps to build the culture and capabilities to achieve a net zero and resilient future.

LEAD

EMBED

INCLUDE

What is the Green Skills Lab?

Business in the Community's (BITC) first action-learning programme to support businesses to act on green skills through creating action plans that identifies the culture and competencies to accelerate a Just Transition. Over five workshops delivered across the UK, businesses explored how their future workforce would differ from the current, who out of these workforces are most at risk and how to mitigate against these impacts so no one is left behind as we advance net zero and climate resilience.

The participating businesses, WJ Group, Construction Industry Training Board (CITB), British Land and SUEZ, green skills action plans will impact shy of 8,500 employees in the UK workforce.

YouGov data 2024

Three years on, BITC repeated the research commissioned by YouGov in 2021 for COP26 in Glasgow that asked the general public how their jobs and skills needs will shift as a result of climate change. In 2024:

- **62%** do not think their job will require new skills at all or not very much as a result of climate change. Those with the highest awareness that they will require new skills are found in the construction sector (41%).
- **63%** think their job will not be adversely affected by actions taken by government and organisations to tackle climate change.

All figures, unless otherwise stated, are from YouGov Plc. The total sample size was 5091 adults. Fieldwork was undertaken between 26th March - 17th April 2024. The survey was carried out online. The figures have been weighted and are representative of all UK adults (aged 18+)

How to create your green skills action plan

Below is the structure that was used during the Lab, amplifying our Building Green Skills routemap by offering a step process of key actions, accompanied by learnings and reflections from participating businesses. The Green Skills Lab Blueprint builds on the routemap's three key focus areas - lead, embed and include - offering greater detail and a sequential framework to co-create green skills workforce action plans.

Step one: benchmarking current skill composition

Blueprint for action

- Map the current workforce skill composition in terms of technical, essential, and basic skills, aligning with Skills Builder Partnership Framework.

- Explore external and internal factors that affect green skill development such as investment confidence considering macro-economic landscape and mentality with pre-competitive collaboration.

- Understand climate knowledge maturity level across departments and seniority in business to determine ability to engage in sustainability challenges.

Learning from the Lab

- Benchmarking current composition of skills in the workforce is time-intensive and should be started sooner rather than later.

- Use accessible and tangible language with green skills, illustrating multidisciplinary aspects and relevance to certain jobs.

- Select a specific and manageable project, either team/department or skill, to evidence the art of the possible, and scale the approach.

- Adapt values and culture of business to enable collective and individual change-making.

Hear how CITB is enhancing green capabilities through essential skills

Step two: designing the future workforce plan together

Blueprint for action

- Investigate the future net zero economy, climate impacts and changes driven by technology, automation, and supply chain on the workforce, with particular focus for those at risk.

- Recognise the significance of securing leadership level buy-in to spread awareness and reiterate the challenge.

- Accommodate inclusive learning cultures by offering line management training and variety of opportunities so everyone is supported, including dispersed workforces in supply chains.

Learning from the Lab

- Rank organisational barriers to change in terms of risk to determine the operational landscape and first foundational steps.

- Remove decision-making bottlenecks, devolving responsibilities and authority to deliver sustainability agendas.

- Power of on the job learning with new approaches and challenges to empower employees to 'trial and test' regardless of seamless success.

Understand how SUEZ collaborates to identify future workforce needs

Step three: learning from other transformations

Blueprint for action

- Reflect on how external transformational events impact business operations and performance, namely COVID-19 Pandemic and analogue to digital, to identify which demographics were left behind.

- Evaluate converging transformations, for instance automation and net zero, to understand where the largest skill gaps are in organisations and places.

- Commit to tackling existing workplace inequalities so they are not replicated through challenging structural issues and shifting "status quo" culture.

Learning from the Lab

- Uncover opportunities to share talent and transferable skills through businesses collaborating in a pre-competitive stage across different scales - value chains, sectors, and places.

- Support employees to develop more entrepreneurial mindset to help overcome resistance to change and encourage innovation.

- Be involved in local skill initiatives to ensure a targeted approach with underrepresented groups and help develop a local talent base.

Discover how WJ Group is upskilling their workforce to transform their operations

Step four: inclusive skills pathways

Blueprint for action

- Adopt the growing Skills First Initiative that encourages recruiters to consider all a candidate's experience rather than solely qualifications.

- Remove unconscious bias with race, gender and socio-economic background to galvanise untapped talent and achieve diversity of thought in teams.

- Build awareness that various parts of the UK are moving at different speeds with climate action, supply of workforce must match local demand.

Learning from the Lab

- Establish a culture that de-stigmatises non-traditional routes, for example apprenticeships, and enables an agile and flexible reskilling or upskilling system to stack future competencies.

- Partner with educators to evidence and articulate the interplay of green skills and social value obligations.

- Innovate co-creation mechanisms to influence and genuinely gain employee interest in upskilling opportunities. For example, green champions and in-house trainers.

Explore how British Land plans to advance social value through green skills

Step five: communicate & promote green skills

Blueprint for action

- Value peer-to-peer learning and cross-sector feedback on green skills action plans to share approaches and learning.

- Work in cycles of action, learning and reflection.

- Take all employees on the journey by using storytelling and communicating the why and relevance, specific need and vision for green skills.

Learning from the Lab

- Emphasis on progressing slowly with the correct prioritises and integrating green skills into core business models over temporary-fix interventions.

- Incorporate cross-cutting planet-people-profit success measures in team objectives to determine greatest impacts compared to business-as-usual to foster a stronger business case.

- Enhanced regulation for environment-related claims ensures that businesses are cautious and mindful around communicating future plans, however not at the detriment of action.

ACKNOWLEDGEMENTS