

Just Transition



Green Skills Transition

Building capability to sustain
transformation



The Context

Climate change and environmental degradation

- Reduce Productivity
- Destroy Jobs
- their effects fall disproportionately on the most vulnerable.



Action to combat these processes can potentially create millions of jobs – but this requires a **bold effort** ... to **invest in people's capabilities** to realize their full potential and contribute to the productivity of enterprises.

The essential process of transition to the green economy may **disrupt labour markets** and will **require reskilling and upskilling of workers** to reduce the risk of rising unemployment, poverty and inequality.

A Global Perspective

7 in 8

Workers lack even a single green skill

15.2%

Median Growth of job postings requiring at least 1 Green skill between Feb 22 & Feb 23

9.2%

Growth of jobs requiring at least 1 green skill from 2018 to 2023

29%

Hiring Rate for Green-Skilled Workers is higher on LinkedIn than the workforce avg.

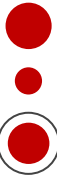
5.4%

Growth of green talent per year from 2018 to 2023

24%

Change in Skills profile for the avg. job

Strategies for Sustaining Transformation



Powering up the
leadership
for transformation

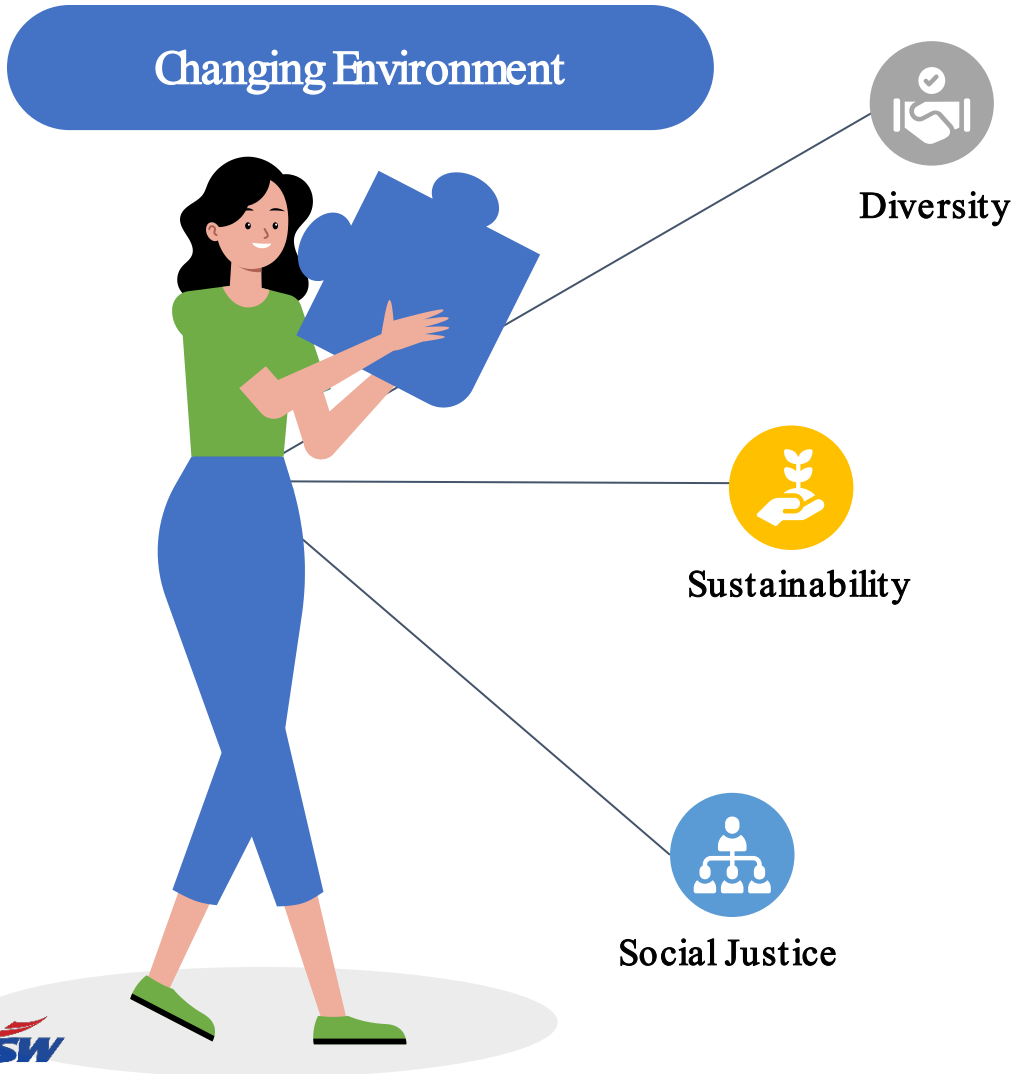


Building the workforce
for delivering net-zero
portfolio



Building an
Inclusive workforce

New Leadership



CEOs must adeptly navigate corporate social responsibility, encompassing **diversity, social justice, and sustainability**, to meet the demands of today's multifaceted business environment.

Industrial companies, traditionally characterized by methodical leadership, now **need to move quickly to adapt to fast-paced changes** for success in today's unpredictable environment.

“CEOs have to **let employees create an environment** in which they can be most effective. Without this trust, people will leave. Focus on employees, who then take care of the customers, who then take care of the stockholders—it's a virtuous cycle.”

Industrial companies, traditionally male-dominated, face a challenge in aligning with values **like diversity, equity, and inclusion (DE&I)** and sustainability, given the longstanding low representation of women in their workforce, hovering around 30%, with only 4% of female CEOs among the world's largest listed industrial firms in 2021.

Who is a Sustainable Leader?

Purpose Driven



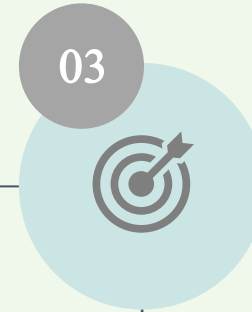
Stakeholder Inclusion

- Embodies **Inclusive Leadership**
- Demonstrates high levels of **empathy and authenticity**



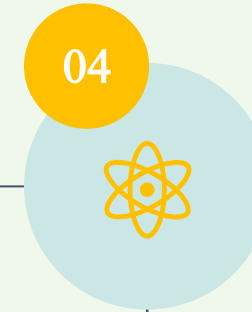
Disruptive Innovation

- **Challenge Traditional Approaches**
- Seeks out **best available science**
- **Identifies Novel Solutions**



Long term Activation

- **Sets Audacious goals**
- Possesses **courage and resilience** to stay the course in the face of setbacks



Multi Level System Thinking

- **Recognizes the interconnectivity** of the ecosystem
- Naturally **curious**, with **high levels of ambition** and result orientation

Blueprint for Success

C-suite executives across organizations in the sector were interviewed to gain perspectives on the critical leadership capabilities required to succeed in this new era...

| | Traditional Leadership | | Emerging Leadership | |
|--------------------------------|------------------------|---------------------------|---------------------|------------------|
| Setting focus & direction | Executive | Profit | Impact | Visionary |
| Designing how value is created | Planner | Competition | Co-Creation | Architect |
| Organizing how people work | Director | Command | Collaboration | Catalyst |
| Getting work done | Controller | Control | Evaluation | Coach |
| Doing the work | Technical Operator | Operational Effectiveness | Solutioning | Value Adding |
| Showing up as a leader | Expectation-Setter | | | Authentic Leader |

Leadership Transition

01

Build Passion & Purpose

Share your passion and help teams align their values with the organization's purpose.

02

Make it Tangible

To truly commit to sustainability, people need to experience it. Help leaders and employees understand what sustainability means in their daily tasks, actions, and decisions.

03

Make it Core to who you are

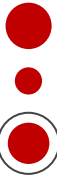
Integrate it into your organization's fabric by making it central to strategy and embedding it in business processes and talent management.

04

Be Practical

Embrace discomfort, discuss challenges, accept setbacks, and make compromises. Don't let the pursuit of perfection stop progress.

Strategies for Sustaining Transformation



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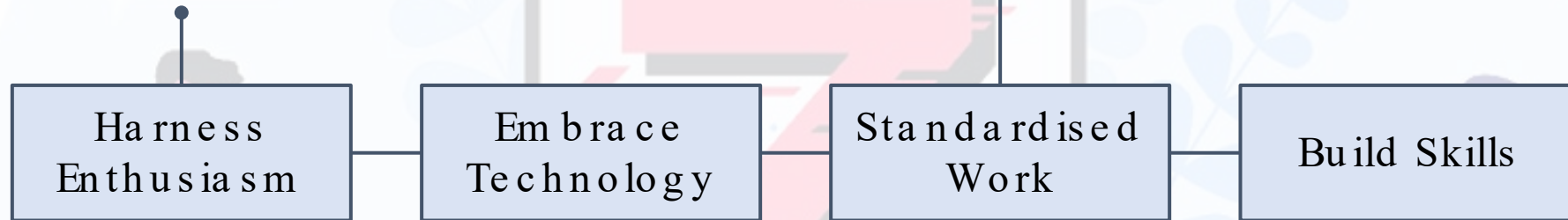


Building an
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Four Steps to Success Net Zero Workforce

78% of respondents value contributing to **net-zero emissions**. 57% interested in working for organizations supporting this goal. For those aged 18 to 24 (**Net-Zero Workforce**), tackling climate change is the second most desired cause in their jobs.

An opportunity to build a sustainable, standardized portfolio will **enable rapid upskilling and drive continuous improvement** across functions.



The net-zero generation, raised with technology, **seeks career opportunities that provide tech-based learning** and growth, yet many industrial sectors still lag in digital adoption.

As technology advances, new skills like AI and data analytics become crucial alongside traditional ones. This **creates opportunities for higher-skilled positions** and boosts productivity for **entry-level team members**.

Top Skills required for Green Jobs

Communication and negotiation

Coordination, management and business skills

Strategic and leadership skills

Occupational safety and health

Resilience

Environmental awareness and protection

Analytical Thinking

Marketing

Innovation

Teamwork

Entrepreneurial skills

Consulting skills

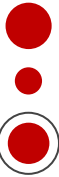
Adaptability and transferability

Legend:

Required across Labour Force

Required in Medium and High Skilled Occupation

Strategies for Sustaining Transformation



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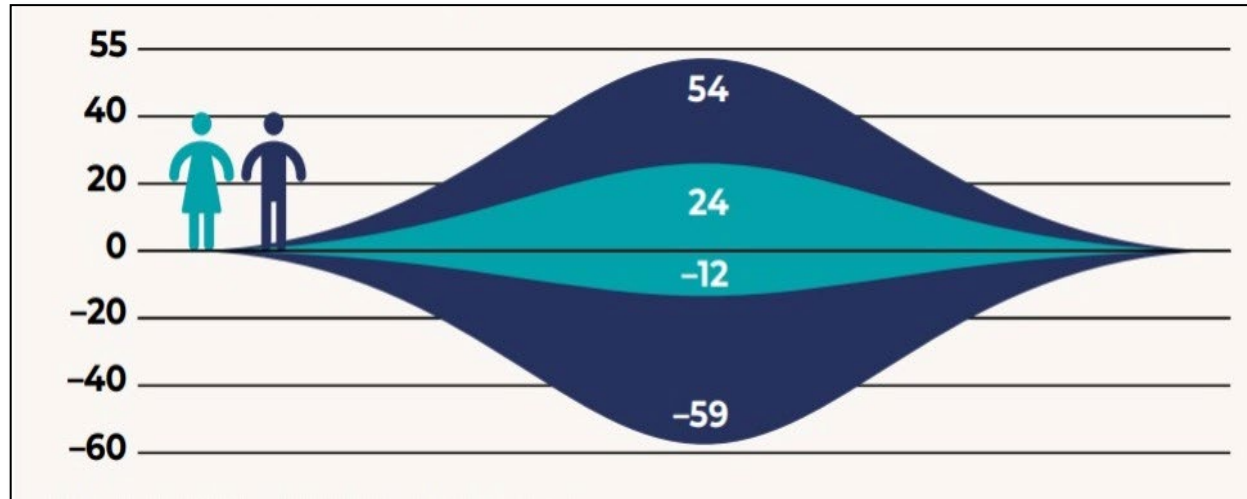


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Jobs created in circular economy by Gender



As in the energy sustainability scenario, both job destruction and job creation in a circular economy are **concentrated in male-dominated occupations**



Advancing the circular economy increases employment chances for women, however this **does not offset prevailing gender employment inequalities**



Barring any changes to the gender distribution across jobs and occupations, **over 24 million jobs will be created for women, with around 12 million lost**



Without policy interventions to facilitate women's access to training and jobs in occupations that will expand under the energy transition, that **transition will very probably create more employment opportunities for men than for women.**

The Gender Gap: The Current State of Women in Leadership

26.7%

Parliamentary Seats

1 in 3

Researchers is a Woman

35.5%

Local Government Seats

<25%

Women in Science, Engineering & ICT jobs

28.2%

Management positions in workplace

17%

Women inventors in International Patents

30%

Share of women in management positions by 2050

2X

Less likely than men to know how to write a computer programme

Gen Zers will keep sustainability top of mind



The eco-conscious Gen Z consumers not only make purchases based on a brand's ESG claims. They also may also **make employment decisions based on personal sustainability beliefs.**



In developed countries it was found that **over 50% of 18- to 24-year-old workers would consider leaving a job because of the company's net-zero policies.**



Success Mantra

Build Leaders for Tomorrow

Be More Inclusive

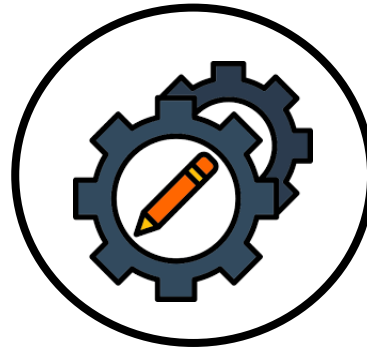
Build Skills



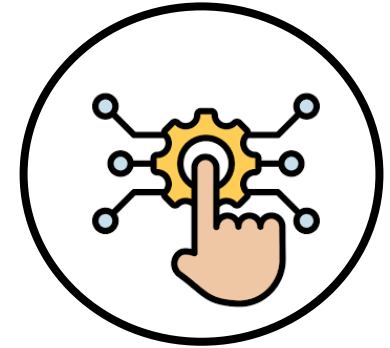
Build Leaders for Tomorrow



Attributes of Sustainable Leaders



Cross Geography / Functional Experience



Developing Transformational Leaders



Policies and Processes with multi level delegation of Authority



Growth Mindset + Highly Agile & Inclusive Leaders

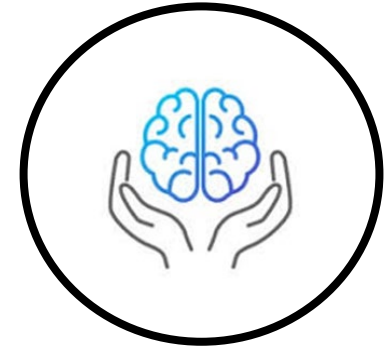
Be More Inclusive



Develop inclusive people policies



Platforms for Gen Z and Women in decision making



Psychologically safe place to work



Increase social dialogue to improve equity, employability & productivity



Gender Focused Employment generation programs

Building Skills



Academic institutes &
Industry partnership



Early adoption of skill
building for women



Talent Communities



Make learning and skill building
opportunities available



Build learning organizations with focus
on becoming the employer of choice

Thank You