



ENERGY &
UTILITY SKILLS
PARTNERSHIP

Skills Strategy 2025-2030

Skills to deliver the UK's future

Skills Strategy 2025-2030



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Foreword



As we publish our Skills Strategy for 2025 to 2030, I feel both pride and a responsibility. Pride in what our sectors have already achieved together, and a responsibility to harness the unique position of the Energy & Utility Skills Group at a critical time for our members, industry, citizens and the UK as a whole.

Our 70 energy, water, and waste members form the backbone of essential services relied upon by 68 million people every day. Together, they employ more than 200,000 people directly, support many more through extensive supply chains, and generate more than £120 billion in annual turnover. Their scale and impact underline a simple truth: skills are not just a business priority, they are a national imperative.

The UK faces profound challenges. Economic uncertainty, skills shortages and the global race for competitiveness demand urgent action. At the same time, opportunities exist to strengthen resilience, drive inclusive growth and prepare a workforce capable of delivering record investment, while also meeting environmental and infrastructure goals. These challenges and opportunities converge to form our clear ambition: Skills to deliver the UK's future.

This strategy is grounded in evidence and insight. It has been shaped by our members, informed by our unique data and expertise, and approved by our CEO Council. It also carries the endorsement of many respected partners across the UK. By balancing innovation with pragmatism, and setting out measurable actions and outcomes, it is designed not just to inspire but to deliver.

Collaboration is central to our approach. Only by working together will we succeed. That means deepening our work with governments, authorities and partners, while ensuring members remain at the heart of delivery. Our combined impact is forecast to create more than 200,000 new jobs and open opportunities for more than 312,000 people across communities nationwide.

Above all, this strategy is about impact. It will create meaningful, inclusive opportunities for people of all ages and backgrounds, enabling individuals to build sustainable careers, helping businesses to achieve their goals and supporting communities to thrive. Through skills, we will improve lives, protect the environment and secure the essential services that underpin the UK economy.

This will not be a strategy that sits on a shelf. It is a living document, already connected to our work with the Department for Energy Security & Net Zero (DESNZ) and the Office for Clean Energy Jobs, the Department for Environment, Food & Rural Affairs (DEFRA), and the Department for the Economy in Northern Ireland through its Green Skills Action Plan. It is also designed to complement and deepen our existing work in Scotland and Wales. We will report on our progress annually through digital updates that reflect new data, research and evidence, ensuring openness and shared accountability with members and partners.

The future is in sight, but opportunities do not realise themselves. They must be grasped with purpose and determination. That means accelerating routes to competence, driving productivity and maintaining an unwavering commitment to safety. It also means being transparent about progress,

celebrating success and addressing challenges openly. Above all, it means moving further and faster together, because only through skills will the UK secure the growth, resilience and sustainability essential for its future.



Paul Cox

Group Chief Executive, Energy & Utility Skills Limited



Executive Summary

The UK is preparing for its largest infrastructure build-out in nearly a century: ambitions are set, but achieving them is impossible without people.

Energy & Utility Skills Group research has found that more than 300,000 workers need to be recruited in the next five years if the energy, water, and waste industries are to achieve their objectives and those of the UK Government. This demand is being driven by a major infrastructure and construction programme, alongside the ambition to decarbonise UK energy production by 2030.

However, the UK currently faces a crisis of inactivity, with as many as nine million people economically inactive, including about 13% of young people aged 16–24 not in education, employment or training (NEETs). Removing barriers to entry and encouraging people back into work is essential to closing the skills gap and improving lives.

This challenge comes amid rapid change. The skills and education landscape in is in flux – particularly in England – while the rise of AI, automation and robotics are set to transform roles and industries, and there is wider uncertainty over the future of work.

Questions continue to grow about how best to prepare young people for tomorrow's jobs, while mid-career reskilling still remains rare despite often being discussed. Yet, to make our infrastructure fit for the 21st century, we need people ready to step up, lead and play their part.

Energy and utility jobs can help solve these major issues in the UK's labour market, from young people building a stable career and supporting the unemployed back into work, to helping others reskill in the face of the fourth industrial revolution.

But connecting people to these opportunities is a huge challenge, which will require government, industry and workers to be much better aligned.

Our Findings

We forecast that by 2030, 312,300 new workers will be needed in the energy, water, and waste industries.

The current workforce of 642,100 professionals in 2024 is expected to grow by nearly a third by 2030, reaching an estimated 847,600 by 2030.

The sector will also need to replace 106,800 retirees in the next five years - 17% of the existing workforce.

Sector	Workforce growth by 2030	New entrants required
Gas networks	67%	19,600
Gas utilisation	6%	45,700
Power	83%	156,900
Waste and recycling	9%	46,400
Water	36%	43,700
Total	32%	312,300

For full details, please see the chapter 'The workforce demand in numbers' on page 28.

In July 2025, we commissioned four focus groups to test the priorities approved by our CEO Council. We wanted to strengthen our understanding of the sector's attractiveness and ensure the strategy meets the needs of multiple audiences.

When evaluating a job, participants consistently prioritised stability, decent pay and a fair work-life balance, and while many felt the sector was accessible, they were unclear about specific roles and career paths.

In terms of the most resonant narrative for the sector, messaging centred on 'growth' and especially 'opportunities' received the most positive feedback from the public. Participants responded well to the optimistic tone of a growth narrative, particularly the idea of rebuilding the UK through local investment and job creation. Similarly, a narrative around opportunities was seen as open and inclusive, making the sector feel within reach to people from all backgrounds.

Recommendations and Actions

Our focus is clear: to ensure the UK has the skilled people it needs to meet the current demands and future growth ambitions of the energy, water, and waste industries. This is what we mean by skills to deliver the UK's future, a commitment to building the talent and capabilities that will deliver for our economy, protect our environment and support communities nationwide.

The Energy & Utility Skills Group plays a critical role in making this happen. Our mission is to widen the safe and skilled talent pipeline, and unlock potential that has yet to be fully realised. This means ensuring opportunities are accessible to people from all walks of life, whether they are leaving school, unemployed, changing industries or looking to progress their careers.

For the energy and utilities sector, inclusivity means more than the important objective of improving diversity in the workforce. It means showing millions of people who have never considered a career in energy, water, or waste, that we need their talents and that there is a wide range of opportunities in exciting, sustainable roles.

We recommend that there is a concerted effort to raise awareness of the sector and the many opportunities it holds, and that employers engage

with a wide audience of potential workforce recruits, including hard-to-reach groups.

We do not only need to grow the workforce, we also need to broaden it. Employers must open doors, evolve workplace cultures and build inclusive teams that reflect a modern country. At the same time, it is essential to retain experienced workers in an ageing workforce, whose critical skills support productivity and help train future talent, while recognising the dynamics of movement within and beyond the sector.

To achieve this, we must have a detailed view of the skills, qualifications and pathways needed to attract and retain a resilient, capable and inclusive workforce. We will build on our expertise in workforce research and, through our capabilities in standards and occupational profiles, provide increasingly granular insights. We will continually gather, analyse and unlock labour market intelligence across the UK, identifying trends, gaps and opportunities that inform action across the sector.

It is vital sector bodies and employers work with governments, communities, and education and training providers, to agree on priorities and solutions. By deepening collaboration in this way, we will not only build a shared understanding of what is needed, but also a shared commitment to deliver. Together, we can turn ambition into impact.

Strategic Pillars

At the core of the strategy are four strategic pillars with defined actions and outcomes for what the sector needs to achieve over the next five years:

1 Research



We will deliver workforce demand estimates across the energy and utilities sector and assess how well current candidate pipelines meet future needs at devolved levels. Our work will identify key audiences and evaluate their perceptions of industry careers. Sector-wide social inclusion data will be collected and benchmarked through an enhanced Inclusion Measurement Framework.

A new approach will be developed to understand workforce inflows and outflows, while resilience metrics for power, gas and water industries will be maintained. Long-term skills 'foresighting' will inform future planning, and we will evaluate and publish annual updates on the progress and impact of our Skills Strategy.

2 Attract



We will strengthen outreach to sector leavers, returners, retirees and under-represented groups, while creating pathways for NEETs through access-to-work and devolved programmes. We will deliver an awareness campaign to improve industry perception among target audiences, and engage government and key partners to support diverse recruitment.

Meanwhile, talent pool and recruitment data will be benchmarked against sector and national trends. The programme will also explore talent transfer opportunities from sectors with large workforces nearing programme completion.



3 Develop

A sector entry model will be piloted to help new talent join the sector safely and be productive at pace. Level 1–3 qualifications essential to the sector will be defined, where Growth and Skills Levy flexibility is essential. Apprenticeship and technical schemes will be continuously improved.

Members and industry will collaborate to create consistent occupational profiles for priority roles. We will define the full range of job roles across our industries and introduce a comprehensive occupational map to outline career pathways, skills and progression routes. A future leaders programme will be developed to prepare for the growth in leadership roles up to 2030. And finally, working with governments will help unlock funding and shape policies that support critical skills development.



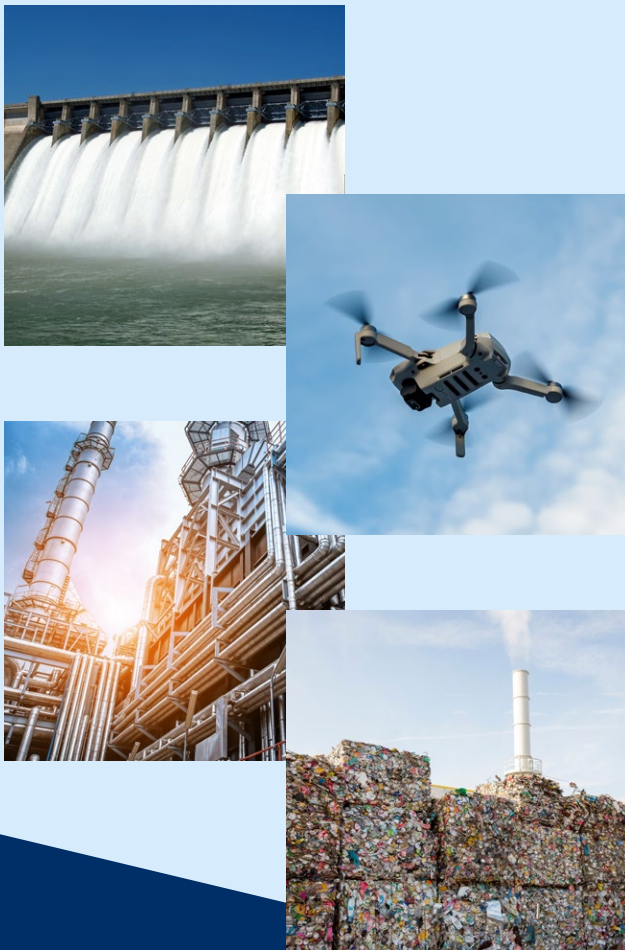
4 Retain

We will amplify and share best practices in attracting, retaining, and progressing inclusive talent across the sector. Guidance will be developed to support inclusive job descriptions and advertisements. A sector-wide talent referral programme and Candidate Care Charter will be introduced, with early reporting on disability and ethnicity pay.

We will engage partners to support workers with health conditions and explore new ways to retain talent through retiree engagement. Primary culture research will deepen our understanding of what it means to work in the sector, while workforce data will guide targeted retention actions and occupational mapping will highlight clear career progression. Together, these measures will strengthen inclusion, improve retention and ensure that people can see a sustainable future in our industries.

The Energy & Utility Skills Group is ready to lead where leadership is needed and to apply our capabilities, expertise and reach as a trusted partner. By working together with employers, government and partners, we will ensure the UK has the skilled people it needs to keep the country running safely today, while building the opportunities, resilience and sustainability that define the UK of tomorrow.

Introduction



The energy and utilities sector is central to our economy. Our industries – spanning power, water, gas and waste – provide essential services that underpin national security, resilience and growth. Delivering on this responsibility requires more than investment in infrastructure: it demands a safe, skilled and adaptable workforce with the capabilities to respond to rapid regulatory and societal change.

Our 2025–2030 Skills Strategy sets out an industry-led approach to address these challenges. Building on our 2020–2025 Workforce Renewal and Skills Strategy, we define the actions required to secure a long-term, resilient pipeline of talent across our industries.

Strategy Development

Our Strategy Development was developed under the leadership of the Energy & Utility Skills Partnership (EUSP) CEO Council and shaped through extensive consultation with employers, members and industry partners. It was informed by our workforce research and sector analysis, ensuring that all aspects of the energy and utilities landscape were considered, alongside the specific issues facing devolved nations and individual industries.

From these insights, four strategic pillars were identified, each setting out targeted actions to address critical workforce challenges.

Workforce Analysis

Central to the development of the strategy was our workforce research and analysis, which is recognised across the sector for its depth and quality, including workforce intelligence, occupational mapping and resilience metrics.

To complement this, we commissioned Public First to research public perceptions of the sector and its career opportunities. Its findings have been essential in understanding how potential recruits view the attractiveness of careers in energy, water, and waste.

Governance and Reporting

Robust governance is central to ensuring our strategy delivers measurable impact. Oversight is provided by our CEO Council, which brings together 30 industry leaders to address key workforce priorities and act as the authoritative skills voice for the sector. The Council is supported by our Delivery Board, which translates strategic direction into practical, deliverable actions.

This governance structure ensures decision-making is led by industry and grounded in the realities of employers, while creating clear accountability for the priorities and actions that underpin our strategy. Transparency will be maintained through regular reporting and evidence-based evaluation, with an annual update detailing progress against the strategic pillars and priority actions. These updates will demonstrate delivery, highlight priorities for the year ahead, and ensure members, partners and government remain fully informed of our impact.

Capabilities and Reach

Our capabilities and networks ensure the 2025–2030 Skills Strategy is delivered effectively across the sector. Through our deep and mature relationships with members, education and training providers, regulators, partners and government, we provide a unique platform to connect workforce needs with policy, funding and delivery. This ability to convene and influence keeps skills planning and workforce development aligned with both industry priorities and national objectives.

We also deliver practical services that strengthen the sector's reputation and attract new talent. Our Energy & Utilities Careers and Jobs service enhances visibility and recruitment, while the Energy & Utility Skills Register provides the trusted record of training and skills for industry. In addition, our specialist awarding organisation, Energy & Environment Awards, delivers regulated qualifications and end-point assessment for apprentices, ensuring that skills development is rigorous and industry-approved.

A Four-Nation Approach

Members, workers and industry do not operate within neat geographic boundaries. Our 2025–2030 Skills Strategy is therefore designed to be effective across all four nations of the UK. We are deepening collaboration with the devolved administrations in Scotland, Wales and Northern Ireland, and strengthening relationships with devolved skills bodies to ensure our work aligns with national policies, reforms and regional workforce planning.

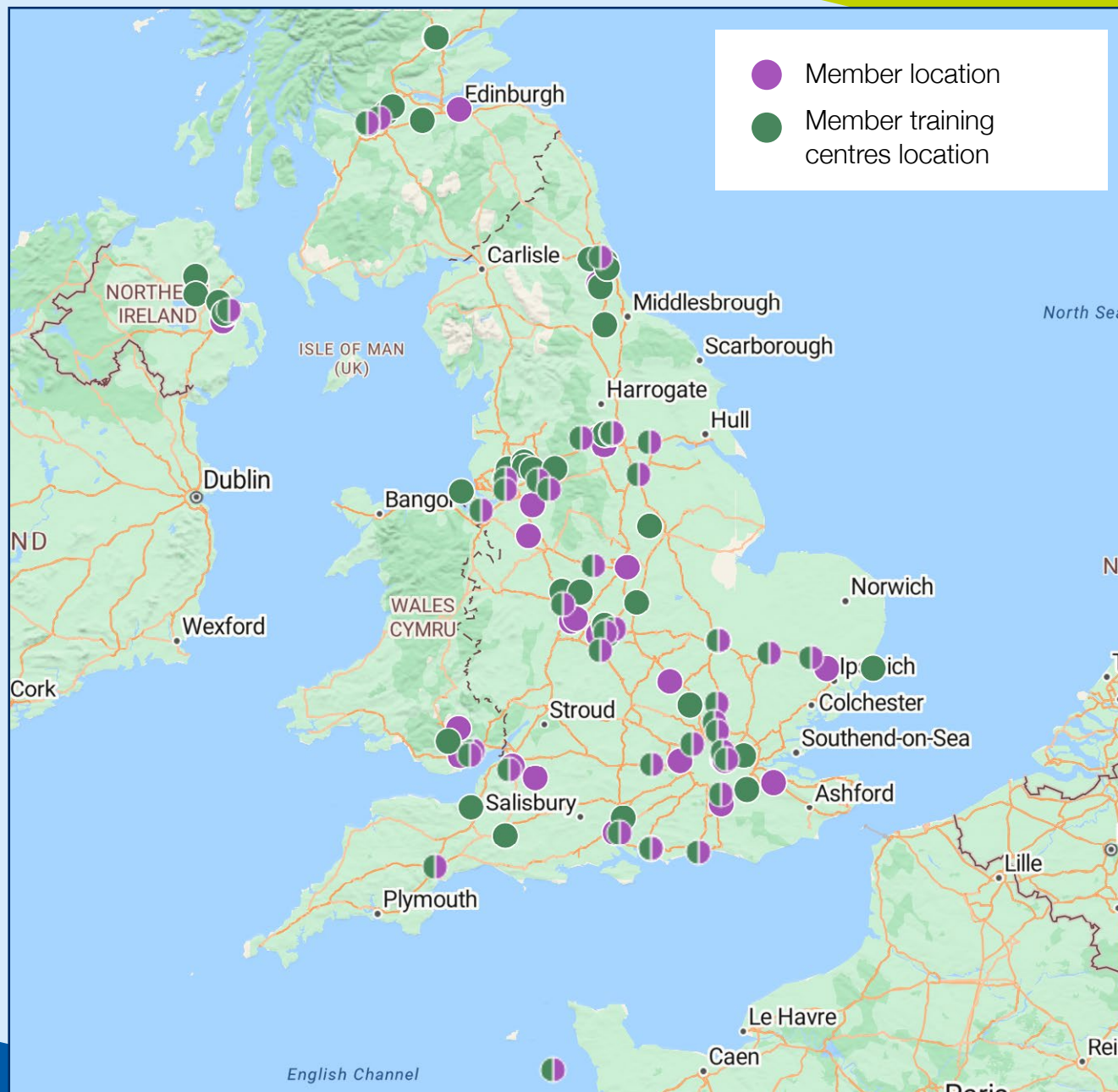
In England, as the UK Government devolves skills delivery to mayoralities and strategic authorities, we will work directly to shape the evolving policy landscape. Our priority is to reduce the risk of members having to engage with an expanding mix of regional bodies that could add complexity, cost and delay. Our aim is to ensure these changes strengthen the national skills framework, fully reflect the needs of members and industry, avoid fragmentation and create a coherent approach that is simple and efficient for employers to work with.

Energy & Utility Skills Group Members and Member Training Centres



I am delighted to endorse the new 2025 – 2030 Skills Strategy which has been developed by Energy & Utility Skills Group.

Alex Plant Chief Executive, Scottish Water

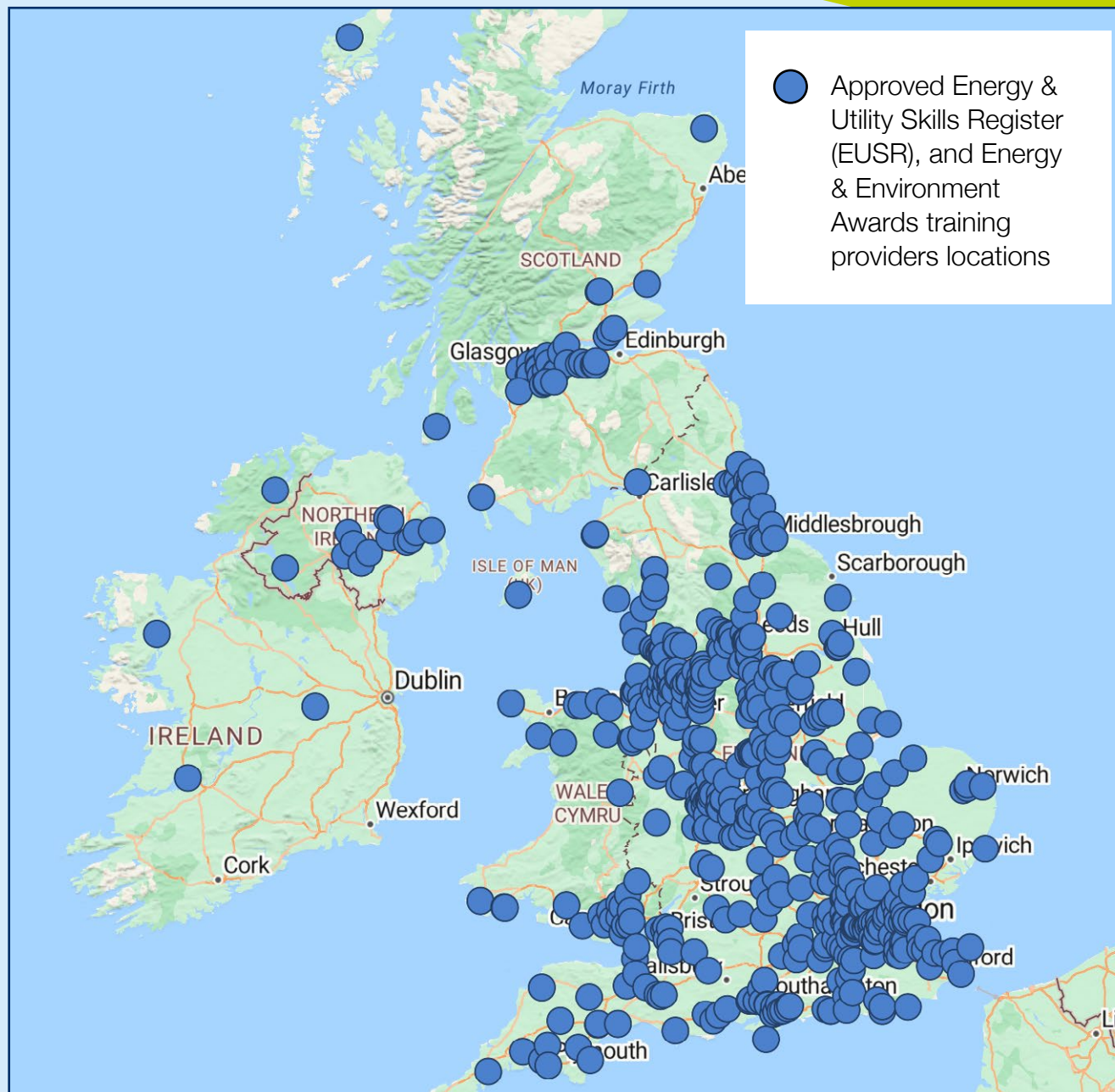


Approved Energy & Utility Skills Register (EUSR), and Energy & Environment Awards Training Providers

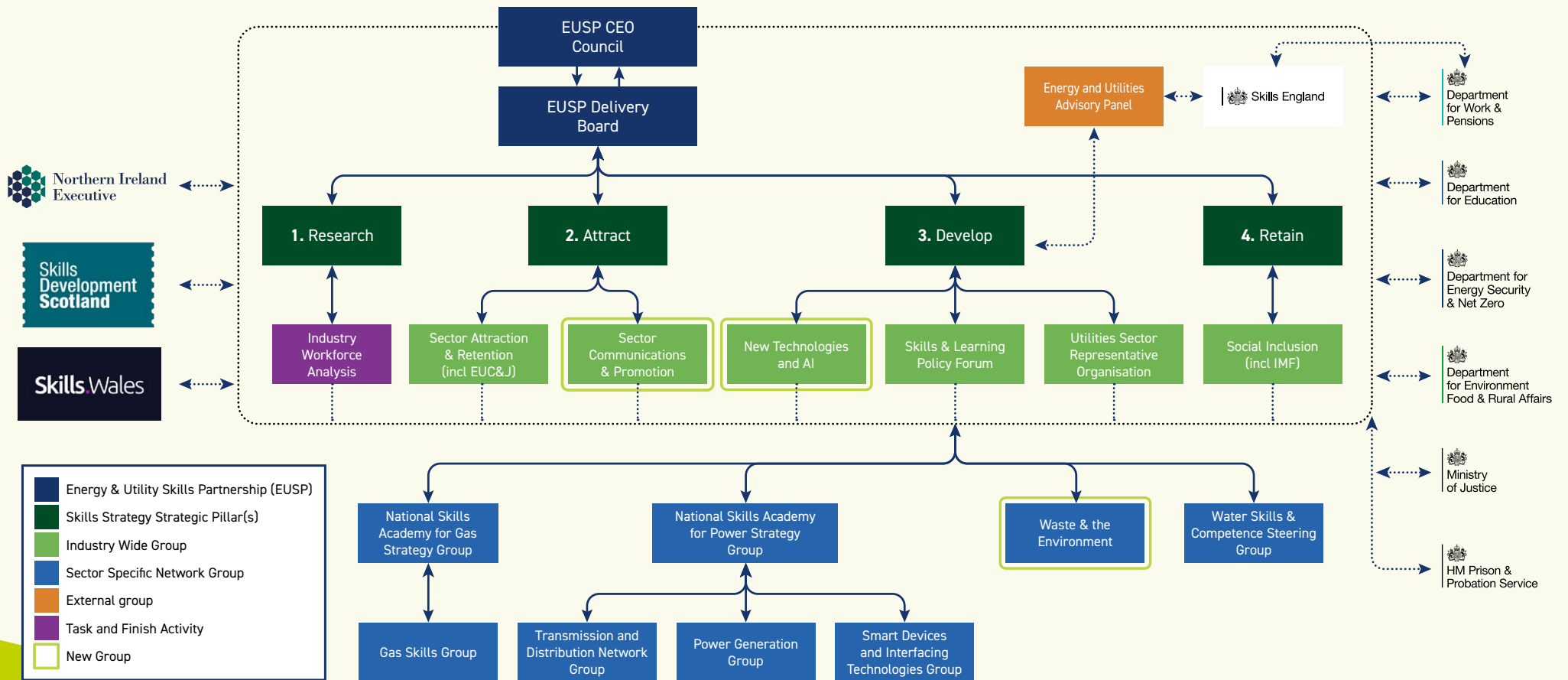


National Grid is proud to support the next evolution of the Energy & Utility Skills Partnership.

John Tyler UK Head of Technical Training, National Grid



Group Network



A Shared Commitment



“By prioritising apprenticeships and technical training, our members can support the supply of the talent pipeline needed for growth and the net zero transition.”

Ben Rowland Chief Executive, AELP



“This strategy will drive forward a shared commitment to building a long-term, sustainable workforce for future generations.”

Lila Thompson CEO, British Water



“Together, our work to showcase the plurality of pathways that the sector offers can boost recruitment, retention and close skills gaps.”

John Yarham Interim CEO, The Careers & Enterprise Company



“We welcome the strategy’s collaborative approach, as the challenges such as net zero and housing delivery requires the cross-sector partnership that this strategy embodies.”

Tim Balcon Chief Executive, CITB



“We welcome and endorse the Energy & Utility Skills 2025–30 Skills Strategy and are pleased to have been involved in its consultation and development.”

Darren Eckford Director of Learning and Organisational Development, CIWEM





“By championing a collaborative approach to skills development and talent pipelines, this strategy strengthens our collective ability to innovate, drive efficiency, and ensure a resilient, highly skilled workforce for the future.”

Sarah Poulter CEO, CIWM



“We look forward to working in partnership with Energy & Utility Skills and others to address shared challenges and, together, to make the most of the opportunities ahead”

Lawrence Slade FEI Chief Executive of the Energy Networks Association, ENA



“Harnessing talent from all backgrounds, embracing innovation, and empowering our workforce with the right skills is essential to deliver on ambitious net zero targets and secure the resilient infrastructure the UK needs for the future.”

Dr Nick Wayth FEI Chief Executive, Energy Institute



“People working in the energy industry are all contributing to delivering the energy transition - and we’ve got a lot of work to do!”

Dhara Vyas Chief Executive, Energy UK





“The strategy is underpinned by data, collaboration and innovation to ensure our industry is equipped with the skills, resilience, and talent it needs to thrive both now and for future generations.”

Mike Foster CEO, The Energy & Utilities Alliance (EUA)



“With over 147,000 people already working across our industry and demand growing as the sector evolves, we’re proud to support the 2025-2030 Skills Strategy.”

Jacob Hayler Executive Director, Environmental Services Association



“This collective, evidence-based approach to strategic workforce planning will help ensure we have the right skills, at the right place, at the right time to deliver the UK infrastructure pipeline.”

Andrew Hockey CEO, ECITB



“This ambitious vision recognises that delivering the UK’s net zero targets and ensuring a secure, resilient energy future depends on a skilled, adaptable and diverse workforce.”

Oliver Lancaster CEO, IGEN





“Initiatives like this one from Energy and Utility Skills will play a vital part in the drive to decarbonise the economy.”

Shaun Spiers Executive Director, Green Alliance



“As we enter the most transformative period the water sector has seen in the last 30 years, this strategy is a timely reminder of the people power needed to deliver our ambitions.”

Gabrielle Mandell Chief Executive, Institute of Water



“As the utilities sector faces unprecedented challenges related to climate change mitigation, population and economic growth, and the rise in technology and data, it is essential now more than ever we invest in our workforce.”

Sarah McMath CEO, MOSL



“POWERful Women fully supports the 2025–2030 Skills Strategy, which closely aligns with our mission to foster a gender-balanced, diverse and inclusive energy sector.”

Monica Collings OBE Chair, POWERful Women





“We look forward to continuing our partnership with EU Skills to define the workforce challenges our members face and identify innovative and high impact solutions which meet them.”

Jane Cooper Deputy Chief Executive, Renewable UK



“Building a skilled and competent workforce is crucial to enabling the solar industry to reach its capacity targets for 2030 and beyond.”

Chris Hewett CEO, Solar Energy UK



“We look forward to continuing our collaborative work and delivering impact for industry, communities and individuals.”

Clive Bairsto Chief Executive, Street Works UK



“As a network committed to enabling women to join, stay and thrive in the utilities sector, the strategy fully complements our mission.”

Jo Butlin Co-Founder and Director, Womens' Utilities Network (WUN)



The Forces Shaping Our Industries

Government and Policy

Evolving Policy Landscape

Policy and economic uncertainty are major concerns for the energy and utilities sector, impacting investment and job growth. While the Labour Government has committed to driving growth through infrastructure and the green transition, many of the specific details have yet to be confirmed. The Treasury is also in a difficult position, as it tries to balance tax and spending commitments without stifling growth. This is made even more challenging by the fact that UK long-term borrowing costs are nearing their highest level since 1998.¹

The instability of energy prices, amplified by recent global events, highlights the importance of evolving the UK's energy mix. The pursuit of greater energy independence hinges on a workforce skilled in developing diverse energy sources, such as renewables and nuclear.

The water sector is about to embark on a period of transformation following the review by Sir Jon Cunliffe and an unprecedented level of investment in infrastructure. In Wales, the commission's recommendations are being considered but remain a matter for the Welsh Government. In Scotland and Northern Ireland's publicly owned industries, funding, resilience and environmental performance are the main challenges. Across all four nations questions remain about the long-term sustainability and future structure of water services.

Meanwhile, the UK waste management industry is being increasingly shaped by a shared commitment across all four nations to transition toward a circular economy. The Government is set to publish its Circular Economy Strategy in the autumn of 2025², with the aim of reducing waste and improving resource efficiency.



1. Financial Times, 'UK long-term borrowing costs near highest level since 1998' [on.ft.com/4602PJJ](https://www.ft.com/content/4602PJJ)

2. UK Government, 'Reed pledges to "end throwaway society" working with business to slash waste, boost growth and clean up Britain' bit.ly/gov-throwaway

Regulation

The UK's water, waste and energy industries are among the most intensively regulated in the world, because they are safety-critical. They are also regulated markets where privatised companies are heavily controlled by the UK Government, devolved administrations and local authorities. Regulatory change is constant and will continue throughout the period of this strategy, with the waste and energy sectors evolving and the water sector facing a major transformation.

In 2024, energy regulator Ofgem announced a new strategy³ with priorities that include protecting consumers, accelerating net-zero infrastructure and reforming the energy system. It aims to enable strategic investment in transmission and low-carbon technologies, promote flexibility and digitalisation, and administer decarbonisation schemes. To support this, Department for Energy Security & Net Zero (DESNZ) announced a comprehensive review of Ofgem's remit, powers and capabilities in December 2024⁴, but the Government has yet to complete this and clarify any changes.

There will be further regulation for recycling in the waste sector, including new Simpler Recycling regulations for businesses⁵, to increase the separation of waste types and reduce contamination. The 22% Landfill Tax increase in April 2025 is also intended to incentivise recycling and energy recovery.

Water Industry Reform

The water industry across the UK is entering a period of major transformation, with £104 billion committed over five years for infrastructure and environmental upgrades. In England, the Water (Special Measures) Act 2025 has introduced stronger powers on governance, performance and environmental compliance, while the Independent Water Commission⁶ chaired by Sir Jon Cunliffe has recommended restructuring the regulatory system by bringing economic, environmental and quality oversight into a single body.

The Welsh Government will decide how to respond to these recommendations, reflecting its devolved responsibilities and the not-for-profit model. In Scotland and Northern Ireland, where services are delivered through publicly owned bodies, the

challenges are different but equally significant. These include long-term funding requirements, infrastructure resilience and environmental performance, set against rising expectations from regulators and communities.

Across all four nations, this period of reform, scrutiny and unprecedented investment reinforces the need for a workforce able to adapt to complex systems of regulation and planning. Demand will grow for professionals in engineering, finance and environmental science, alongside roles focused on compliance and strategic planning. Training will need to prioritise systems thinking, scenario planning, engagement and digital literacy, with provision tailored to regional infrastructure needs.

3. Ofgem, 'Our strategy' [bit.ly/ofgem-strategy](https://www.ofgem.gov.uk/our-strategy)

4. UK Government, 'Stronger protections and a better deal for consumers in review of energy regulator' [bit.ly/gov-energyreg](https://www.gov.uk/government/news/stronger-protections-and-a-better-deal-for-consumers-in-review-of-energy-regulator)

5. UK Government, 'Simpler Recycling in England: policy update' [bit.ly/gov-rec](https://www.gov.uk/government/news/simpler-recycling-in-england-policy-update)

6. Independent Water Commission: review of the water sector [bit.ly/gov-water](https://www.gov.uk/government/news/independent-water-commission-review-of-the-water-sector)

Productivity and Growth

The UK Government's Invest 2035 strategy and Clean Power 2030 Action Plan aim to use the clean energy transition as a major driver for productivity, growth and industrial renewal. The Department for Energy Security & Net Zero (DESNZ) is central to this agenda and has been allocated increased funding in the 2025 Spending Review to support the deployment of clean power, grid upgrades and net-zero infrastructure.

Clean energy is one of eight high-growth industries identified in the Government's Industrial Strategy (IS-8). It has committed £8.3 billion in public investment through Great British Energy over the next five years, alongside plans to unlock substantial private investment. Recent announcements include up to £544 million from the Clean Industry Bonus to strengthen offshore wind supply chains, expected to support as many as 14,000 jobs and attract around £9 billion in private investment.⁷ Delivering on these ambitions will require a future-ready workforce, with shortages of skilled workers already recognised as a critical barrier to meeting clean power targets.⁸

To address this, the Government is reforming the skills system to better respond to employer needs in priority sectors such as clean energy. This includes supporting 65,000 additional 16- to 19-year-olds by 2028-29, offering key pathways into priority sectors. Beginning in August 2025, the rollout of shorter and foundational apprenticeships will continue, providing more opportunities for people to 'learn and earn'. The Growth and Skills Levy will also fund short courses in England focusing on critical areas such as digital skills, artificial intelligence and engineering.

A Devolved Approach to Skills Strategy

In alignment with the UK Infrastructure Strategy's place-based investment model, the Government's approach to skills delivery is becoming more devolved. This strategy focuses on specific regions and industry clusters to boost productivity and economic resilience, backed by the new £500 million Local Innovation Partnerships Fund.

The strategy emphasises renewing partnerships in Scotland, Wales and Northern Ireland. This includes close collaboration with devolved Governments on shared skills priorities within the IS-8 sectors. A key example is the support for flagship projects like the Acorn CCUS project in Scotland.

Skills Policy

Skills policies are already in place across the devolved nations, though they differ between Scotland, Wales and Northern Ireland. In contrast, England's skills policies are in a period of change with many details still unconfirmed. This lack of long-term certainty can make private investors hesitant and impact job growth.

Skills England is now fully operational, but has yet to announce key policy details, including specifics of the Growth and Skills Levy and an upcoming Post-16 Education and Skills Strategy White Paper. One of its first priorities is to address skills gaps in critical sectors like clean energy, and it has already published an initial skills needs assessment.⁹

Skills England is expected to create a national strategy linking immigration, skills and workforce planning, though its autonomy in these areas is unclear. The agency will also take on the role of enhancing employer engagement and simplifying access to apprenticeships, a function previously handled by the Institute for Apprenticeships and Technical Education.

7. UK Government, 'Great British Energy lands deal to deliver offshore wind jobs' bit.ly/gov-offshore

8. Infrastructure Delivery: Is the energy ecosystem equipped to meet the challenge of a generation? (published by Utility Week), pp. 30, May 2025

9. Department for Education, Skills England: Sector skills needs assessments, bit.ly/gov-sec-skills

In England, legislation is progressing to devolve adult education functions from central Government to strategic authorities and metro mayors, alongside wider restructuring of local Government. Across the UK, each devolved nation is also reforming its own skills and education systems, with new agencies and governance models being developed in Scotland, Wales and Northern Ireland. Together these changes reflect a shared drive to align skills delivery more closely with local priorities and economic needs.

Skills Funding

Across the UK, skills and training are governed through devolved systems, and while this allows policies to reflect local needs, it also creates a complex system for employers that operate across multiple nations; they must navigate different priorities, funding routes and regulatory frameworks. The lack of consistency is a recurring challenge for UK-wide industries such as energy, water, and waste.

In England, responsibilities for apprenticeships and parts of skills policy have recently moved to the Department for Work & Pensions, alongside continuing functions in the Department for Education. strategic authorities are to be given greater control of adult skills budgets through the Adult Skills Fund,

and they now co-sign Local Skills Improvement Plans (LSIPs) with employer bodies. The Youth Guarantee is being piloted in eight mayoral areas to support 18- to 21-year-olds into work, training or apprenticeships, with a national rollout expected. These reforms mark a clear shift towards aligning skills and employment policy more closely at both national and local levels.

In Scotland, the direction is towards simplification, with the proposed transfer of national training programmes from Skills Development Scotland into a reformed Scottish Funding Council in 2027. Wales has consolidated responsibility for post-16 education and training under the Commission for Tertiary Education and Research (or Medr) supported by Regional Skills Partnerships that shape Government priorities. Northern Ireland faces challenges in establishing a coherent skills governance model, though the Skills Strategy 2030 sets out an ambition to link skills more directly with economic development.

Other Factors

Other factors considered as part of this analysis include the decarbonisation imperative, net zero scepticism, housing and construction, schools reform, growth duty, UK funding for apprenticeships, and energy industry price control periods and workforce implications. Please see the online appendix via page 45 for full details.



Industry

Health and Safety

Health and safety remain the fundamental priority as our sector undergoes rapid technological and workforce change. There is a sustained effort to maintain a strong safety culture while adapting to new risks. Emerging technologies such as predictive analytics, automation and AI offer opportunities to anticipate and prevent hazards, but they also require new standards, training and oversight.

The workforce is expected to grow rapidly, which creates risks linked to inexperience and a higher proportion of new entrants. Ensuring safety is not compromised will require investment in induction, supervision and continuous development.

The Health and Safety Executive in Great Britain and the Health and Safety Executive for Northern Ireland are both prioritising resilience, mental health and technology-enabled risk management. A UK-wide approach to safety leadership, data sharing and co-designed standards will be essential to protect workers and maintain public confidence as the sector expands.

Technology and Skills

The sector's rapid digitalisation is creating a high demand for data and digital skills. For instance, in the power industry, smart grids, AI and the internet of things require expertise in real-time monitoring, automation and cybersecurity. Meanwhile in water, digital twins, leak detection systems and smart metering are transforming asset management, demanding skills in data analytics, sensor technologies and remote monitoring.

AI is increasingly central to clean infrastructure delivery, helping optimise workforce productivity by automating routine tasks and enabling workers to focus on higher-value aspects of their roles. Across the sector, AI and machine learning are also being used to improve asset performance, customer service and operational efficiency, though a lack of consensus on required skills is slowing progress, with many employers developing capabilities in isolation.¹⁰

As a result, safety training must now include digital literacy, psychosocial risk awareness and skills for automated environments to prepare the workforce.

Grid Modernisation

The UK's electricity demand is expected to increase by 50% by 2035 and double by 2050.¹¹ To meet this, National Grid is undertaking the 'Great Grid Upgrade'¹². The current grid lacks the capacity to handle the scale of clean energy generation planned, including the Government's target to connect 50GW of offshore wind by 2030. In some areas, existing infrastructure can be enhanced, but in others, entirely new cables, pylons, and substations are required to ensure reliable energy delivery.

These upgrades are workforce-intensive. Modernising the grid demands significant upskilling across the electricity sector, particularly in digitalisation, flexible network solutions and long-term infrastructure planning. Offshore Energies UK shares this view, with its Energy Industry Skills Landscape Study 2024¹³ emphasising the need for a more digitally advanced and energy-efficient sector.

Emerging Energy Technologies

The UK's ambition to become a global leader in clean energy manufacturing and innovation is driving a rapid expansion of emerging technologies, with expected annual investment exceeding £30 billion¹⁴.

10. Energy & Utility Skills, Water Industry - Workforce Renewal and Skills Strategy: Workforce resilience workstream bit.ly/eus-water-deepdive

11. Climate Change Committee, 'A reliable, secure and decarbonised power system by 2035 is possible - but not at this pace of delivery' bit.ly/cc-cc-decarb

12. National Grid, 'The Great Grid Upgrade' ngrid.com/45ZBrLU

13. Offshore Energies UK, 'Energy Industry Skills Landscape Study 2024' bit.ly/oeuk-skills24

14. UK Government, Clean Energy Industries - Sector Plan bit.ly/ce-industries



Emerging technologies, such as small modular reactors (SMR), green hydrogen and advanced carbon capture solutions, require highly specialised skills that are not yet widely available. Training for these roles can take a number of years, making early investment in skills pipelines essential. There is also uncertainty around how workforce demand will evolve as these industries scale up.

Water Modernisation

The UK's water sector is entering a period of unprecedented investment as part of 'AMP8' (2025–2030), with more than £100 billion allocated to upgrading and modernising infrastructure. A central component of this programme is the construction of new reservoirs, designed to secure long-term water supply resilience in the face of climate change, population growth, and increased drought risk. Alongside reservoir development, AMP8 will see major upgrades to distribution networks, treatment works, and monitoring systems to improve efficiency, reduce leakage, and enhance water quality.

Modernisation demands expertise in civil engineering, digital monitoring, tunnelling, and large-scale project delivery, as well as emerging capabilities in smart water management and environmental compliance.

Delivering new reservoirs also necessitates close collaboration between ecologists, planners, engineers, and local communities to balance water security with environmental protection.

Nature-Based Solutions and the Circular Economy

The water industry is increasingly using nature-based solutions to support a circular economy. These methods, which include treating and reusing wastewater, are driving demand for process engineers and scientists, roles that are already difficult to fill. New skills in digital monitoring, systems thinking, and environmental compliance are becoming critical as the industry adopts new purification technologies such as ultrafiltration and UV disinfection.

Other Factors

Other factors considered as part of this analysis include energy recovery in the water industry, EV charging rollout, oil and gas reprioritisation, and climate adaptation and resilience. Please see the online appendix via page 45 for full details.

Workforce

Competition for Talent

The energy and utilities sector accounts for 58%¹⁵ of overall infrastructure investment in the UK. It also makes up one-third of the country's entire infrastructure workforce. As a result, there is a cross-sector overlap and shared demand for specialised skills.

With decarbonisation, modernisation and construction investment driving strong projected growth in skills demand across the infrastructure sector, the energy and utilities sector faces huge competition for top talent.

For example, the Cunliffe Review highlights how 'major infrastructure projects in the east of England, such as Sizewell C and the Lower Thames Crossing, are expected to be delivered at the same time as major water infrastructure projects, including the Fens Reservoir in Cambridge'.¹⁶

Overseas Workers

Urgent action is needed to address workforce gaps in energy and overseas workers are a vital part of the short-term fix, both to fill skilled roles and to ensure sufficient capacity to train and upskill future talent. Over the longer term, strategy must focus on growing the workforce from within and across the UK. While our sector has a lower-than-average overseas workforce compared to others, post-Brexit migration changes and international competition are exacerbating existing skills shortages. The sector also needs to consider and respond to shifting social attitudes towards migration, which may influence future policies across the four nations.

The sector employs a smaller percentage of non-UK nationals at 9%, compared to the UK average of 13%. This varies across the industries, with water having the highest proportion of non-UK workers at 12%, while gas utilisation has the lowest at just 5%. They are mostly employed in specialised roles such as engineering and technology where degree level (or equivalent) skills are required.



15. Analysis of the National Infrastructure and Construction Pipeline 2023 bit.ly/infra-2023

16. Independent Water Commission Final Report bit.ly/ind-water

Career Switching

While the phenomenon of career switching is much discussed - especially in relation to the green transition - data shows it's currently not common practice. In fact, the 2021 census revealed that those who changed jobs since 2012 remained below 10% each year, and less than half of these moved industries.¹⁷

Meanwhile, a study by Santander¹⁸ found the average UK worker believes it's too late to change careers by the age of 45, because they can't keep up with advancing technology. One in five (21%) would like to retrain and start a new career, but worry they are considered 'too old'.

Sector Attractiveness

We commissioned Public First to hold four focus groups in July 2025 to test perceptions of the sector and explore what resonated with people.

Our findings show that people connected with narratives about growth and opportunity far more than those focused on energy security or the environment. They responded to an optimistic and purposeful story

of rebuilding the UK's energy system, creating new jobs and investing in local communities. Messages of opportunity were seen as open, inclusive and relevant to all.

However, many were unclear about specific roles and career paths for the sector, and some anticipated the length of training for technical roles would be a barrier, unless good pay and clear prospects were guaranteed. Concerns were also raised about apprenticeship pay and whether older workers would feel able to begin training.

Most participants told us a good salary was their top priority; other job qualities they valued most were stability and work-life balance. Skilled trades and manual roles were regarded as more secure, more respected and less exposed to automation than desk-based work.

Trust in messengers was also clear. Politicians were viewed with scepticism, while participants preferred to hear from local leaders such as mayors, and people who had done the job themselves; current professionals and respected experts.

Social Inclusion

Championing a more equitable, diverse and inclusive workforce is not just about fairness. As the sector embarks on a period of growth and change, it's a strategic imperative, bringing a wider range of perspectives, experiences and innovative ideas to the table. In short, it's crucial for tackling the sector's complex challenges, as the following findings from the Office for National Statistics¹⁹ demonstrates.

In terms of the youth talent gap, only 8% of the energy and utilities workforce fall into the youngest age-bracket (16-24), trailing the 10% UK average. This is particularly stark in waste and recycling (4%), but higher in gas utilisation (15%).



Working together to ensure we have the skills and capabilities to run and operate critical infrastructure now and in the future is critical.

Louise Beardmore CEO, United Utilities

17. Office for National Statistics, 'Job changers and stayers reference table' bit.ly/ons-jobchange

18. Santander, 'Santander launches free UK-wide online introductory digital skills course as research reveals impact on careers faced by those with lack of relevant skills' bit.ly/sant-digiskills

19. Office for National Statistics, 'Annual Population Survey', 2023 bit.ly/nomis-aps

Meanwhile, the proportion of experienced workers aged over 60 in the sector (11%) mirrors the UK average. This is most pronounced in gas utilisation (13%), but less so in power (5%).

Female representation sits at just 22%, far below the national 48%. This disparity is most pronounced in gas utilisation, where only 13% of the workforce is female, while gas networks and water show the highest representation at 34%.

Ethnic minorities make up only 10% of the sector's workforce, falling short of the 14% national figure. This gap is most significant in gas utilisation, where only 5% of employees are from an ethnic minority background, while gas networks demonstrate the highest representation at 19%.

Disability representation of 15% is marginally lower than the national 18%. Unlike other diversity characteristics, the proportion of workers reporting a disability is consistent across the energy and utilities industries, ranging from 12% in water up to 16% in waste and recycling.

Worryingly, leaver rates are also higher for underrepresented groups, hindering talent access and community representation. The sector needs to understand recruitment barriers, reasons for leaving and how to create intentional pathways for diverse talent to progress in their energy and utilities careers.

Economic Inactivity

Reducing the number of people who are currently not working is a critical priority for the UK. Welfare support is a major UK Government spending commitment, while a shrinking workforce slows growth and makes it harder for employers to fill vacancies.

The unemployment rate (those actively looking for work) has been between 4% and 5% of the workforce for nearly 10 years²⁰, currently at around 1.6 million people. But this is much smaller than the nearly 11 million working-age people who are economically inactive, i.e. not actively looking for work. The UK still has more people out of its workforce than it did in 2019 before the Covid-19 pandemic, an outlier among developed nations²¹.

Among those who want to work but aren't, more than 300,000 have caring responsibilities and around 550,000 are long-term sick. Additionally, about half of all people with disabilities do not have a paid job.

A growing concern is the post-pandemic numbers of 16- to 24-year-olds who are classed as 'not in employment, education or training' (NEETs). This group is steadily increasing and nearing one million people, about 13% and up from 11% in 2019²².

Each nation is taking its own approach to this issue. Scotland has prioritised employability programmes through local authorities, Wales has targeted support for people with health conditions through its Working Wales service, and Northern Ireland's Skills Strategy for a 10x Economy links employability directly to economic development.

20. Office for National Statistics, 'Economic inactivity' bit.ly/ons-inactive

21. UK Government, 'Keep Britain Working Review: Discovery' bit.ly/gov-working

22. Office for National Statistics, 'Young people not in education, employment or training (NEET), UK: August 2025' bit.ly/ons-neet

Workforce Demand in Numbers



Energy & Utility Skills Group's workforce demand estimates are produced every two years. They provide members, industry, governments and partners with a clear view of the sector's skills needs, helping to shape policies and decisions that support the long-term interests of energy and utilities.



The latest summary report, published in September 2024, assessed workforce needs for the 2024–2030 period and highlighted key insights on role demand. Figures for new professionals also include replacements for those expected to retire by 2030.

Sector Total

▲32% growth

▲312,300 new professionals

The number of jobs across the energy, water, and waste sectors will grow by a third (32%), with job growth and forecasted retirements combining to create opportunities for 312,300 new professionals. This demand is equivalent to nearly 50% of the current workforce, illustrating the sheer scale of new talent needed.

Frontline

▲107,800 jobs

▲165,800 new professionals

Frontline jobs will increase by 107,800, requiring 165,800 new professionals. This figure accounts for more than half of the new professionals needed for the sector.

Business Support

▲77,000 jobs

▲108,400 new professionals

Business support jobs will increase by 77,000, requiring 108,400 new professionals. Recently, the sector has seen the impact of AI's growing adoption, with business support roles being the most affected - a trend that must be considered when planning for the sector's future workforce.



Leadership (RQF 7-8 / SCQF 11-12)

▲20,700 jobs

▲38,100 new professionals

Following recent changes to the Level 7 apprenticeship policy, the sector lacks a systems-level approach for developing leadership talent. This presents a significant challenge, with leadership jobs expected to grow by 20,700 and requiring 38,100 new professionals.



Technical and Professional (RQF 2-6 / SCQF 5-10)

▲150,600 jobs

▲211,900 new professionals

Jobs at these levels are expected to grow by 150,600, requiring 211,900 new professionals, and together account for around 70% of all new workers the sector will need by 2030.

A wide variety of schemes, qualifications and apprenticeships already exist, but they must keep evolving to remain fit for the future. Through our expertise in workforce research, occupational standards and qualification frameworks, we are uniquely placed to guide this evolution, ensuring programmes adapt in line with industry needs and provide credible, high-quality routes into the sector.



Sector Entry (RQF 1 / SCQF 4)

▲34,200 jobs

▲62,300 new professionals

RQF 1 roles provide sector entry opportunities at scale. Jobs in this category are expected to increase by 34,200, requiring 62,300 new professionals. Within this total, 25,200 are frontline roles, creating demand for 44,600 new people by 2030.

These jobs offer an essential gateway for new and ambitious talent to enter energy and utilities. However, the absence of a clear, nationally recognised pathway into the sector makes attracting and retaining people at this stage more difficult, a challenge heightened by the pace of sector growth.

Strategic Pillars

Drawing on our data, member insight and independent research, the Energy & Utility Skills Group has set out a clear path forward. Our shared vision for the sector's future workforce is built on four strategic pillars: Research, Attract, Develop and Retain.

These pillars will guide our collective efforts through to 2030 and ensure the sector has the safe, skilled and sustainable workforce needed to keep our country running today and, above all, provide the skills to deliver the UK's future.



1 Research



2 Attract



3 Develop



4 Retain

I. Research

Continued data analysis of workforce demand provides the insight needed for timely interventions, maximising impact and mitigating risk

In a sector undergoing real transformation, insights are key to making a lasting impact. We are already at the forefront of this effort, and we will continue to use the power of data to build a resilient and future-proof workforce.

To lead the way, we are strengthening our efforts to build clear intelligence on the sector's future skills requirements. Our unique evidence base is central to understanding workforce needs and enables us to design targeted actions that improve attraction, strengthen retention and foster greater social inclusion. By tracking new technologies and other drivers of change, we take a proactive approach that enables members and industry to shape the future rather than simply respond to it.

Actions include building on our existing research to deliver workforce demand estimates across the sector, and collecting and benchmarking social inclusion data. Other measures include maintaining resilience metrics for industries, undertaking long-term skills 'foresighting' for future planning, and evaluating the impact of our Strategy in order to shape future priorities.

Through these initiatives, we are turning workforce insight into action, equipping people with the skills to deliver the UK's future.



Actions	1	2	Year 3	4	5	Outcomes
Annually from year 1						
Review workforce data: Continuously review data on who's entering and leaving the workforce, with the findings captured in an annual report.	•	•	•	•	•	Insight into why people join our sectors, where they join from, and the reasons they leave the workforce. Over time, the annual report will help us identify key trends, inform our interventions, and measure our progress.
Measure social inclusion: Collect sector-wide data on social inclusion through our Inclusion Measurement Framework (IMF) and publish the results annually. The IMF will continue to evolve to reflect sector needs, ensuring the insights it generates remain relevant and actionable.	•	•	•	•	•	The IMF report will provide data on the progress being made in social inclusion, allowing us to benchmark performance, identify areas of good practice, and support our interventions.
Evaluate our Skills Strategy: Critically evaluate the impact of the 2025-2030 Skills Strategy, with the findings published in a yearly assessment and update.	•	•	•	•	•	Each annual review will evaluate our progress toward delivering the four strategic pillars, which allows us to adjust and refine each subsequent year's pillars.
Report on gas and power resilience: Measure and report on workforce resilience, starting with the gas and power industries in year 1.	•	•	•	•	•	A new set of agreed-upon workforce resilience metrics will be used to assess how resilient the gas and power industry's workforce is against various skills and labour market factors, including social inclusion.

Actions	1	2	Year 3	4	5	Outcomes
Biennially from 2025						
Research career perceptions: Investigate how people feel about our industries as a career choice.	•		•		•	To inform awareness campaigns and contribute to existing research.
Analyse candidate pipeline: Review the Energy & Utilities Careers & Jobs candidate pipeline, and see how it's meeting future needs at a devolved level.	•		•		•	By combining biennial workforce demand estimates with Energy & Utilities Careers & Jobs data, we can better understand how labour supply and demand hotspots vary across the UK, which will directly inform our sector attraction activities.
Biennially from 2026						
Estimate workforce demands: Produce workforce demand estimates for each industry and the sector as a whole.		•		•		By producing workforce demand estimates for each industry, we can understand the likely scale, timing and regional demand for people in our sector. This will help inform our sector attraction initiatives.
Annually from year 2						
Report on water resilience: Having started with the gas and power industries in year 1, workforce resilience reports will also encompass the water industry from year 2.		•	•	•	•	A new set of agreed-upon workforce resilience metrics will be used to assess how resilient the water industry's workforce is against various skills and labour market factors, including social inclusion.
Every 4 years from 2027						
Perform skills 'foresight' exercises: Conduct long-term skills 'foresight' exercises for the power, gas, water and waste industries, with the results captured in a series of reports.			•			A series of reports will outline possible scenarios for each industry, showing how critical factors such as technology, population trends and policy changes might affect the workforce over the next decade.

2. Attract

Inspire curiosity, attract talent and recruit the workforce needed to deliver the sector's ambitions

Delivering the UK Government's ambitions on net zero, clean energy, decarbonisation and a circular economy will require a substantial influx of new jobs across energy, water, and waste. Record levels of infrastructure investment are reshaping all three industries and placing unprecedented pressure on workforce supply. In water, expenditure for 2025–2030 is set at £104 billion, around 70% higher than 2020–2025. In energy, the Clean Power 2030 Action Plan and Invest 2035 strategy are accelerating deployment of renewables, networks and storage. In waste, government commitments through the Resources and Waste Strategy are driving investment in recycling, reuse and energy recovery.

This scale of investment will translate into surging demand for critical roles such as engineers, network planners, technicians and project managers. To respond, we are strengthening efforts across all four

nations to attract a diverse and resilient talent pipeline. Our focus includes creating pathways for young people not in education, employment or training, and extending outreach to sector leavers, returners, retirees and under-represented groups.

Alongside this, we will deliver national campaigns to raise awareness of career opportunities, challenge outdated perceptions of the sector, and work with government, regulators, unions and partners to support inclusive recruitment. These steps will secure a UK-wide talent pipeline capable of sustaining sector growth while delivering the safe, skilled and sustainable workforce that keeps the country running today and provides the skills to deliver the UK's future.



Actions	1	2	Year 3	4	5	Outcomes
Year 1						
Improve sector perception: Deliver an awareness campaign to improve how people view a career in our sector's industries.	•					Promote the sector's appeal and gain an improved understanding of how key target groups perceive our industries.
Assess talent pools: Measure talent pools against sector and national trends. The Partnership will also evaluate the Energy & Utilities Careers and Jobs capability, to see if it should be a core member offering.	•					Increase the sector's capability to attract and recruit new talent.
Boost communications: Create a new 'Sector Communications and Promotion' network group that brings together communication leads, in an effort to coordinate and amplify messages.	•					A greater coordination of sector messaging and narrative between members, industry and across the Energy & Utility Skills Group. An effective sector attraction and recruitment approach will be created to support the attraction of high-quality candidates across industry.
Develop career resources: Test out new career resources based on occupational profiles with devolved governments, the Department for Work & Pensions, and The Careers & Enterprise Company.	•					Adoption of high-quality Careers Education, Information, Advice or Guidance (CEIAG) resources, to help people make informed decisions about their future learning and career paths.
Annually from year 1						
Deepen key partnerships: Proactively engage with partners and government to support our members to attract and recruit a diverse workforce.	•	•	•	•	•	Bridging the skills gap and enhanced social value and brand reputation. Members and industry strengthen their demonstrable commitment to inclusive growth and community investment.
Attract other sectors: Work with industries that have large workforces finishing major programmes, to help find and transfer talent into the energy and utilities sector.	•	•	•	•	•	By combining biennial workforce demand estimates with Energy & Utilities Careers & Jobs data, we can better understand how labour supply and demand hotspots vary across the UK, which will directly inform our sector attraction activities.

Actions	1	2	Year 3	4	5	Outcomes
Years 2-5						
Maximise opportunities for NEETs: Create opportunities for NEETs to enter the sector, by developing new 'access-to-work' programmes.		•	•	•	•	Increased opportunities for NEETs, enabling greater social impact among those who may not have considered a career in our sector.
Year 3						
Support inclusive recruitment: Increase outreach to underrepresented communities, as well as sector leavers, returners and retirees. This includes promoting more inclusive recruitment practices.			•			Returner pathways for the sector will be developed, leading to increased skills retention and more inclusive recruitment practices.



The commitment to sparking curiosity, attracting new talent, and recruiting with purpose is exactly what we need to invigorate our sector.

Amy Harper CFO, IMServ Europe



3. Develop

Develop and deploy a safe, sustainable and increasingly productive workforce that meets current and future skills needs through continuous learning

To equip the energy and utilities workforce with the skills required for the future, continuous development and productivity improvements are essential. As the sector grows and changes, demand is increasing for safety-critical, technical and digital roles, alongside the need for a workforce able to adapt rapidly to new regulation and emerging technology.

We are supporting members and industry to secure a consistent supply of highly skilled workers by focusing on training, learning and development across the UK. This includes piloting a new sector-entry model to help recruits join safely and become productive quickly, defining essential qualifications to build flexibility and resilience, and strengthening apprenticeships to underpin clear career pathways. We will

also continue to examine how technology can be used to enhance training and assessment.

Looking ahead, we plan to work with members and industry to: prepare the next generation of leaders, expand assessor and trainer capacity, and develop new approaches to retaining experienced talent who can pass on their expertise to upskill tomorrow's workforce.

By providing robust research, national occupational standards and policy insight, we enable members and industry to attract, develop and retain the safe, skilled and sustainable workforce required to deliver the UK's future.



Actions	1	2	Year 3	4	5	Outcomes
Year 1						
Test new entry model: Pilot a simple model to help new talent join the sector safely and become productive quickly.	•					New talent will be able to join the sector safely and become productive at a faster pace.
Determine essential qualifications: Define the Level 1-3 qualifications that are essential to the energy, water, and waste sectors, focusing on where flexibility around the UK's Growth and Skills Levy is needed most.	•					The sector will have greater flexibility to meet skills needs at a faster pace, which will help to make the most of levy funds.
Annually from year 1						
Develop occupational profiles: Work closely with our members to develop detailed profiles for priority roles, establishing consistent standards across the UK.	•	•	•	•	•	By offering more effective training and skills development, we will help raise our workforce's capabilities and increase productivity across organisations.
Align with standards: Proactively engage with awarding organisations and training providers to ensure qualifications and training align with industry-approved occupational standards.	•	•	•	•	•	By using consistent, industry-approved training and assessment methods, we will help organisations develop workforces that are safe, competent and productive. We will also streamline training pathways, which will reduce the time needed to develop fully competent professionals for critical roles.
Improve standards: Continuously develop and improve our industry-led training programmes and assessments, apprenticeships, and qualifications to create clear and efficient paths to competence.	•	•	•	•	•	While maintaining an absolute focus on safety, our Energy & Utility Skills Register (EUSR) and Energy & Environment Awards products will continuously evolve, with a focus on accelerating routes to competence.
Optimise funding: Work with governments and authorities to unlock and optimise funding mechanisms as well as policy and legislation developments that support the development of critical skills.	•	•	•	•	•	Maximise taxpayer value and ensure members and industry can access resources that deliver efficient skills development. The sector is well informed about ongoing changes in policy and legislation, has the ability to adapt and respond, and can influence policy.

Actions	1	2	Year 3	4	5	Outcomes
Years 1-2						
Explore partnerships: Engage with energy and utility institutes and chartered institutes to find new ways of working together.	•	•				We will embed a lifelong learning culture and retain talent.
Year 2						
Introduce an occupational map: Create a comprehensive occupational map to clearly show possible energy and utilities career paths, the required skills and how people can progress.		•				By producing an accessible online resource, we'll enable employers to recruit and train more effectively, while also allowing individuals to explore career paths. This will help move training toward a demand-led model that is driven by the needs of both the employer and the worker.
Develop a leadership programme: Devise a programme to help prepare future leaders. This is especially important given the anticipated growth in leadership roles and changes to the Level 7 apprenticeship.		•				A sector-informed programme and pathway for leadership talent that can be adopted across the energy, water, and waste industries.
Annually from year 2						
Innovate to create additional assessor and trainer capacity: Work with members and industry to identify new approaches to retaining experienced talent to train and upskill the workers of tomorrow, and how technology could be used to deliver new aspects of training and assessment.		•	•	•	•	New approaches piloted and trialled to retain experienced talent within the sector for longer, and how these approaches can also include those reducing hours or recently retired. Innovations could include incentives or flexibilities to share knowledge, skills and experience for longer.

4. Retain

Engage and retain the sector's workforce, aiming to include a diverse range of talent to meet demand and achieve growth objectives

In a sector where skilled professionals are in high demand, retaining talent is as important as attracting it. Members and industry employ the people who deliver essential services, and our role is to help ensure they can better engage, include and retain that talent. Building on the strong foundations already in place, we are working to support a sustainable workforce that can meet the sector's long-term growth.

Industry reports consistently highlight the challenge of retaining skilled technical and fieldworkers once trained. We are addressing this by analysing why people join and leave the sector, so that more effective retention strategies can be developed. Reducing turnover not only saves costs and improves efficiency but also helps protect capability in the areas where it is needed most.

We will strengthen and share best practice in attracting, retaining and progressing inclusive talent across the sector. Planned initiatives include guidance for inclusive job descriptions, a sector-wide talent referral programme and a Candidate Care Charter. We will also explore retiree engagement as a means of talent retention, and use occupational mapping to highlight career progression routes.

These steps will help employers retain skilled people, build stronger career pathways and sustain the safe, skilled and sustainable workforce needed to deliver the UK's future.



Actions	1	2	Year 3	4	5	Outcomes
Year 1						
Improve job descriptions: Create and share guidance to help members write job adverts that attract the widest range of candidates possible.	•					Enhanced social inclusion measures.
Develop new approaches and measures: The sector will develop and consider a Candidate Care Charter, and report on disability and ethnicity pay a year earlier than required.	•					An improved experience for candidates across the sector, and enhanced social inclusion measures.
Annually from year 1						
Use workforce data: Review workforce data to ascertain the best actions to help keep more people in the sector.	•	•	•	•	•	Increased retention rates and efficiency savings.
Capture talent referrals: Introduce a talent referral programme that keeps skilled people in the sector, including unsuccessful candidates, as well as providing clear pathways for those moving across the energy and utility industries.	•	•	•	•	•	By maximising the retention of high-quality talent, we will enhance social inclusion. We will also establish a talent referral baseline in Year 1, to enable future analysis.
Engage key partners: Collaborate with governments, authorities, partners and third-sector organisations to help members retain diverse talent, while also supporting workers with underlying health conditions.	•	•	•	•	•	Increased retention rates and efficiency savings.
Years 2-5						
Deliver primary culture research: Build on existing industry research to understand what it's really like to work in the sector.		•	•	•	•	We will use primary research to identify and deliver actions that will help us retain skills and increase productivity. We will also recognise and amplify good practices across industries.
Year 3						
Take advantage of occupational mapping: Use job mapping to show clear career paths, and engage with retirees so they can help with transferring knowledge.			•			Increased retention rates, career progression and in-house appointments.

About Us

The Energy & Utility Skills Group is the UK's leading partnership for ensuring the energy, water, and waste industries have the safe, skilled, and sustainable workforce they need for success. We represent 70 members, who collectively employ more than 200,000 people, support hundreds of thousands more in their supply chains, and generate more than £120 billion annually for the UK economy.

Our Reach

On behalf of our members and industry, we work across the UK's governments. In England, we are proactively engaged with the Department for Energy Security & Net Zero, the Department for Environment, Food & Rural Affairs, the Department for Work & Pensions, the Department for Education & Skills England, the Ministry of Justice and HM Prison and Probation Service, and building relationships with the Ministry of Defence's commercial Career Transition Partnership.

In Scotland, with whom we are engaged with Skills Development Scotland with whom we have a long-term and mutually beneficial partnership. In Northern Ireland we work with the Department for Economy to support the delivery of the Green Skills Action Plan, which Energy & Utility Skills Group data, insight and expertise was instrumental in forming. Our relationship with Skills Wales is forming and we are ambitious for our future work with the Welsh Government.

Beyond the UK's governments, we work with a wide range of industry partners. The trust and confidence they place in us is evident in the many endorsements featured in our 2025-2030 Skills Strategy. Our partnership approach is continuously evolving, underpinned by our group values of 'credibility, together and making a positive difference'. We lead and set the pace, while also being a good teammate to support the work of others.

Our Group Capabilities

We offer a unique combination of membership and commercial capabilities across the energy, water, and waste industries. Our membership capabilities include convening and collaborating, research, data and insight, standard setting, occupational profiling, membership services, careers and jobs, and policy and communications.

Our members come together in partnership through our extensive network group structure for which delivery and impact is challenged and supported by our Delivery Board. The Energy & Utility Skills

Partnership CEO Council informs and approves our membership strategy and works together to ensure skills are strategically prioritised across industry.

Our commercial capabilities operate under multiple brands. Our Energy & Environment Awards brand is the awarding organisation for the energy and utilities sector with a portfolio that includes both qualifications and apprenticeships. Our Energy & Utility Skills Register brand provides the register of training and skills for the utilities sector by developing and assuring training programmes and assessments. Our commercial capabilities also include consultancy services in workforce planning and skills solutions, for which we have public and private sector customers.



ENERGY &
UTILITY SKILLS
PARTNERSHIP

Our Group Structure

Our brands operate within a group and subsidiary structure and include the registered companies; Energy & Utility Skills Limited (03812163), and Energy & Environment Awards Limited (16103891).

Get Involved

Whether you are an employer, policymaker, training provider or industry partner, you can join us in our work. To partner with us, or to find out more please visit our website or email us.

Website: www.euskills.co.uk

Email: collaborate@euskills.co.uk

Energy & Utility Skills Group members



Appendix

You can investigate further details in our Strategy appendices, which you can view on our website via these links.





**ENERGY &
UTILITY SKILLS
PARTNERSHIP**

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