UK Employer Skills Survey 2024

Summary report for the energy and utilities sector

November 2025

UK Employer Skills Survey 2024

Summary report for the energy and utilities sector

November 2025

1 Introduction

1.1 About the survey

1.1.1 The Employer Skills Survey 2024 (ESS 2024) is a large-scale telephone survey of 22,712 employers across the UK, providing labour market information on the skills challenges faced by employers.

1.1.2 The survey comprised 8,639 interviews with employers in England, 3,388 interviews in Northern Ireland, 5,605 in Wales, and 5,080 in Scotland.

1.1.3 It also covers findings from the follow-up Investment in Training survey of 5,935 employers, comprised of 2,150 employers in England, 883 in Northern Ireland, 1,507 in Wales and 1,395 in Scotland.

1.1.4 Fieldwork for the 2024 survey was conducted between June 2024 and January 2025, while fieldwork for the follow-up Investment in Training survey took place between July 2024 and February 2025.

1.1.5 In 2022, a pattern of alternating between large and small sample sizes was adopted, starting with a large sample in 2022 and a smaller sample in 2024 aimed at updating key metrics. This means that sub-group analysis will be more limited in 2024 than in 2022.

1.2 Sector definition

1.2.1 Unfortunately, data relating specifically to the energy and utilities sector is not available from the published dataset.

1.2.2 Therefore, this report focusses on the findings in the closest sector definition available – the *Primary Sector & Utilities*. This sector definition includes the following industries:

- Agriculture, forestry and fishing
- Mining and quarrying
- Electricity, gas, steam and air conditioning supply
- Water supply, sewerage, waste management and remediation activities

1.2.3 Of the 22,712 interviews in total, 1,131 (5%) were with employers in the Primary Sector & Utilities. Of these, 236 were in the energy and utilities sector (the remaining 895 were in agriculture (866) and mining (29)).

1.2.4 Where data is available by sub-industry, this is also reported.

2 Headline findings

2.1.1 For the first time in the ESS series, the total number of **vacancies** reported by employers across all sectors decreased compared to the previous survey – from 1.5 million in 2022, down to 938,800 in 2024.

2.1.2 The number of vacancies reported in the Primary Sector & Utilities also fell significantly – from 34,700 in 2022, down to 25,600 in 2024.

2.1.3 Civil engineering, while not strictly part of the energy and utilities sector is a crucial part of its supply chain, actually saw an increase in vacancies (potentially increasing the demand for critical skills).

2.1.4 8,800 vacancies in the Primary Sector & Utilities that were classified as **skills shortage vacancies** – a record of high of 34% of all vacancies in the sector (while the all-sector figure fell to 27%) and the only sector where the density of SSVs increased in 2024 compared to 2022.

2.1.5 Skills shortages affect smaller businesses much more than larger ones.

2.1.6 Skills shortages were most likely to be reported in Skilled Trades roles, which are the critical craftsperson workforce in the energy and utilities sector.

2.1.7 **Skills gaps** are more prevalent in the Primary Sector & Utilities (affecting 5.2% of the workforce) than across the UK workforce as a whole (4.0% of the workforce).

2.1.8 However, while the prevalence of skills gaps is on a general downward trajectory across all sectors, they have increased in the Primary Sector & Utilities since 2015 – reaching a record high in 2024.

2.1.9 In the Primary Sector & Utilities, just 48% of businesses funded or arranged **training and development** over the previous 12 months for their employees – 11% lower than across all sectors.

2.1.10 The proportion of businesses in the Primary Sector & Utilities that funded or arranged training in management, supervisory or new technology consistently lags behind the all-sector average.

2.1.11 And while the number of training days funded or arranged across all sectors increased by more than three million, in the Primary Sector & Utilities the number of training days fell by one million.

2.1.12 The average number of training days in the Primary Sector & Utilities in 2024 reached a new low of 2.0 per employee in 2024.

2.1.13 Across all sectors, including the Primary Sector & Utilities, there is a clear long-term downward trend (going back to 2011) of the average number of training days being funded or arranged for employees.

2.1.14 This trend is also clear in terms of the **investment in training**. Across all sectors, businesses spent £6 billion less on training and development than in 2022.

2.1.15 Despite the number of training days reducing in the Primary Sector & Utilities, investment levels increased by £0.3 billion – with the average spend per employee (in 2024 prices) now higher in the Primary Sector & Utilities than the all-sector average (£1,850 per employee, compared to £1,700).

3 Vacancies

Figure 1: Total number of vacancies reported by sector, by year

Industry	2011	2013	2015	2017	2022	2024
All sectors	**586,500**	**655,000**	**927,200**	**1,007,500**	**1,495,000**	**938,800**
Primary Sector & Utilities	**17,000**	**13,100**	**15,900**	**17,700**	**34,700**	**25,600**

Source: Employer Skills Survey. Base: 2024: 22,712; 2022: 72,918; 2017: 87,430; 2015: 91,210; 2013: 91,279; 2011: 86,522 (all sites). Volume data is rounded to the nearest hundred.

3.1.1 In 2024, 938,800 vacancies were reported by employers across all sectors – a fall of more than half a million from the 1.5 million vacancies reported in 2022 (which was the highest number recorded since the survey began). This is the first time in the ESS series that the number of vacancies has decreased from the previous survey.

3.1.2 In the Primary Sector & Utilities, 25,600 vacancies were reported – down 9,100 compared to 2022 (which, again, was the highest number recorded since the survey began).

3.1.3 Where data by relevant sub-industry is published, Civil engineering bucks the trend in terms of a reduction in total vacancies compared to 2022 – seeing an increase of 2,300 over the past two years.

3.1.4 The energy and utilities sector is now beginning to build towards its next regulatory periods (e.g. T3, ED3, GD3 and AMP8), which will see huge increases in planned investments. This is likely to increase the number of vacancies in the sector substantially over the years to 2030.

3.1.5 In 2024, the number of vacancies across all sectors was equivalent to 3.0% of total employment – down from 5.0% in 2022. This is the first time in the ESS series that the vacancy density has decreased from the previous survey.

Figure 2: Total number of vacancies as a proportion of total employment, by year

Source: Employer Skills Survey. Base: 2024: England: 8,639; Northern Ireland: 3,388; Wales: 5,605; Scotland: 5,080 (all sites).

3.1.6 Since 2013, total vacancies as a proportion of total employment in the Primary Sector & Utilities has consistently tracked below that of all sectors. However, in 2024 the sector reported the same figure, 3.0%.

4 Skills shortages

4.1.1 Employers that indicated that they had vacancies at the time of the interview were asked whether any of those had proved hard-to-fill and, if so, whether it was due to a lack of skills, experience or qualifications among applicants – such vacancies are called “skills shortage vacancies” (SSVs).

4.1.2 It is worth noting that a high incidence of SSVs does not necessarily imply those skills were lacking in the local labour market, since it may simply be that those with the requisite skills did not apply – for a variety of reasons (e.g. unattractiveness of the role, pay, conditions, etc.).

4.1.3 In 2024, across all sectors, there were 250,500 SSVs – down from a high of 531,200 in 2022. This is first year that the total number of SSVs has fallen compared to the previous year.

4.1.4 Within the Primary Sector & Utilities there were 8,800 SSVs – down from a high of 9,600 in 2022.

Figure 3: Total number of Skills Shortage Vacancies (SSVs), by year

Industry	2011	2013	2015	2017	2022	2024
All sectors	91,500	146,200	209,500	226,500	531,200	250,500
Primary Sector & Utilities	3,500	3,200	4,200	5,900	9,600	8,800

Source: Employer Skills Survey. Base: 2024: 22,712; 2022: 72,918; 2017: 87,430; 2015: 91,210; 2013: 91,279; 2011: 86,522 (all sites). Volume data is rounded to the nearest hundred.

Figure 4: Percentage of sites with at least one Skills Shortage Vacancy (SSV), by year

Industry	2011	2013	2015	2017	2022	2024
All sectors	3%	4%	6%	6%	10%	6%
Primary Sector & Utilities	3%	2%	2%	3%	5%	5%

Source: Employer Skills Survey. Base: 2024: 22,712; 2022: 72,918; 2017: 87,430; 2015: 91,210; 2013: 91,279; 2011: 86,522 (all sites).

4.1.5 Where sub-industry data has been published, Civil Engineering has seen an increase in the total number of SSVs reported in 2024, compared to 2022 (from 3,200 to 5,900).

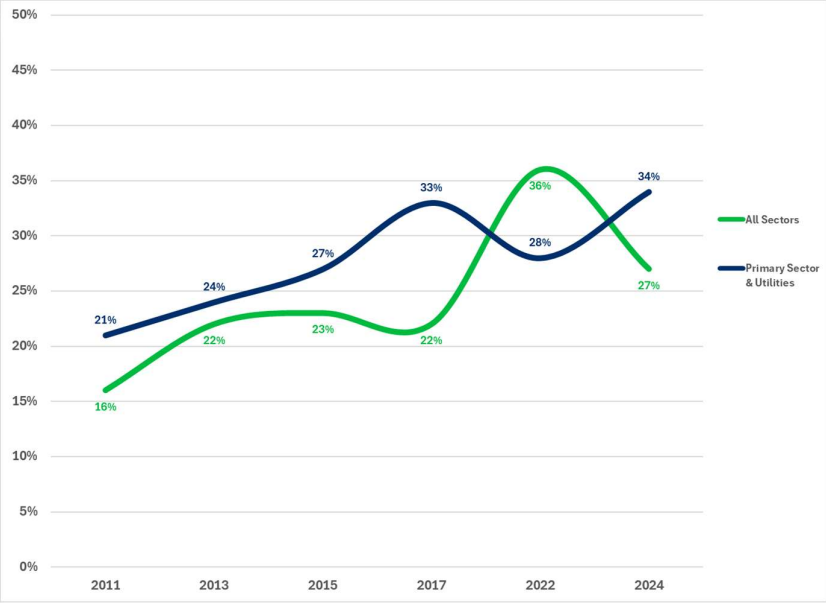
4.1.6 6% of businesses across all sectors had at least one SSV in 2024, down from a high of 10% in 2022.

4.1.7 Within the Primary Sector and Utilities, the proportion of business with at least one SSV remained unchanged at 5%, including:

- 8% of businesses in Waste collection, treatment and disposal activities; materials recovery
- 6% in Civil engineering
- 5% in Sewerage

4.1.8 The proportion of all vacancies that were SSVs (the SSV density) across all sectors was 27% in 2024 – down from a high of 36% in 2022.

Figure 5: Skills Shortage Vacancies as a proportion of all vacancies (SSV density) for (i) all sectors and (ii) Primary Sector & Utilities



Source: Employer Skills Survey. Base: 2024: England: 8,639; Northern Ireland: 3,388; Wales: 5,605; Scotland: 5,080 (all sites).

Figure 6: Skills Shortage Vacancies as a proportion of all vacancies (SSV density) within the Primary Sector & Utilities by nation

Industry	2011	2013	2015	2017	2019	2022	2024
England	19%	22%	28%	36%	29%	29%	33%
Northern Ireland	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Scotland	21%	27%	23%	18%	N/A	17%	37%
Wales	N/A	25%	17%	45%	61%	41%	33%

4.1.9 However, while the total number of SSVs in the Primary Sector & Utilities fell over the previous two years, the density of SSVs in the sector reached a new high of 34% of all vacancies – up from 28% 2022, and beating the previous high of 33% in 2017.

4.1.10 As Figure 5 shows, the density of SSVs, particularly in the Primary Sector & Utilities, is continuing on a generally upwards trajectory since 2011.

4.1.11 The Primary Sector & Utilities was the only sector where the density of SSVs increased in 2024 compared to 2022.

4.1.12 Where national data is available, the figures for the Primary Sector & Utilities were fairly consistent during 2024 – unlike in previous years when there were some wide variations by nation.

4.1.13 These are potentially worrying signs for the energy and utilities sector which is now building towards its next regulatory periods (e.g. T3, ED3, GD3 and AMP8), which will see huge increases in planned investments.

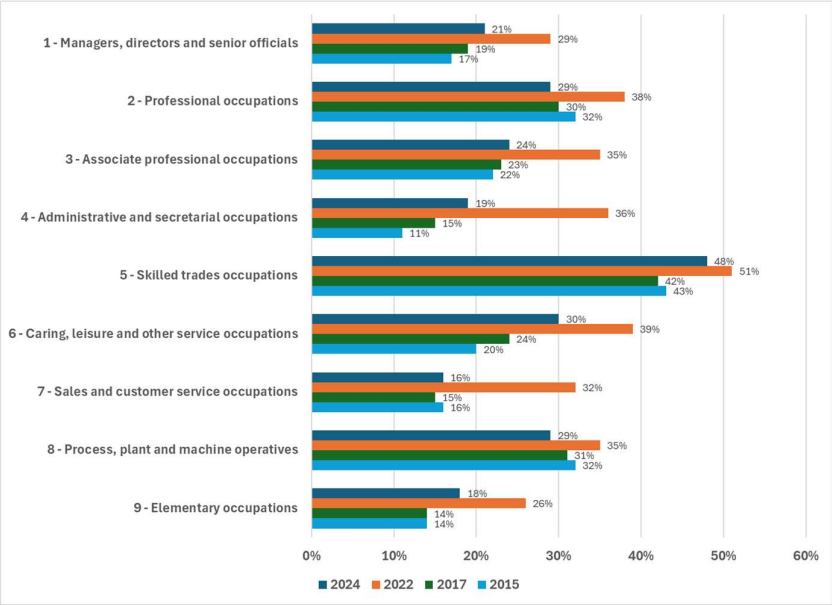
4.1.14 With competition for skills likely to intensify in the coming years across the wider infrastructure sector – the construction industry already reports the highest level of SSVs (45% of all vacancies in 2024) – combating skills shortages caused by a lack of supply and increasing competition from other sectors will be a priority for employers in the energy and utilities sector.

4.1.15 Where sub-industry data has been published, Civil Engineering has seen an increase in the density of SSVs reported in 2024 (56%), compared to 2022 (39%) – as did Waste collection, treatment and disposal activities; materials recovery (up from 16% in 2022 to 18% in 2024).

4.1.16 Across all sectors, the density of SSVs was higher in very small businesses (42% of those with 2-4 employees) than in large businesses (19% of those with 100+ employees).

4.1.17 Looking at the density of SSVs by occupation, employers were most likely to have experienced SSVs when recruiting for Skilled Trades positions (48% of all vacancies in this occupation were SSVs; down from 51% in 2022).

Figure 7: Density of Skills Shortage Vacancies (SSVs) by occupation (all sectors)



Source: Employer Skills Survey. Base: 2024 range: Managers 368 to Professionals 1,135; 2022 range: Managers 1,234 – Elementary occupations 5,286 (all sites with vacancies in each type of occupation).

4.1.18 Skilled Trades has consistently reported the highest density of SSVs across all previous surveys, and in 2024 it reported the smallest decline in the density of SSVs of all occupations compared to 2022 (-3%).

5 Skills gaps

5.1.1 Skills gaps refer to the extent to which employers have staff that are not fully proficient in their job role. As this measure is a binary one (employees are either proficient or not), it does not measure how close the identified staff are to being proficient.

5.1.2 Skills gaps can occur as a consequence of recruitment difficulties, for example with employers not being able to find and recruit fully skilled applicants in the labour market, although they may also choose to take on those not fully skilled for a role to train them to the organisation's way of working.

5.1.3 Skills gaps can also arise from a variety of other reasons such as the skills needed within an organisation changing. Some skills gaps may be temporary by nature, for example where new staff have been recruited who are not yet fully trained or experienced in their new role. However, others can be more persistent and a result of under-investment in training and development, staff reluctance to develop existing skills or develop new ones, or high staff turnover. Persistent skills gaps can affect a business' productivity, profitability, and ability to innovate.

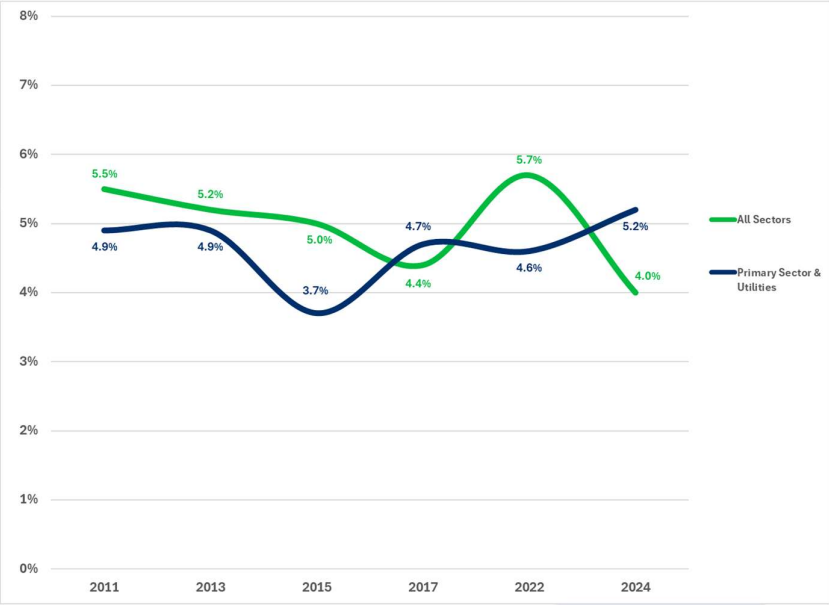
5.1.4 It should be noted that the survey can only capture the skills gaps that employers are aware of. Arguably, employers that pay little attention to their employees' and organisations' skill needs may be less likely to report skills gaps.

5.1.5 Overall, the majority of employers (88%) considered their workforce to be fully proficient: 12% reported they have at least one member of staff not fully proficient at their job, a fall of 3% compared to 2022.

5.1.6 Across all sectors, 4.0% of employees were felt to be not proficient in their role (the skills gap density) – down from 5.7% in 2022. This is the lowest figure ever recorded and, with the exception of 2022, continues its downward trajectory since 2011.

5.1.7 By contrast, within the Primary Sector & Utilities, 5.2% of employees were felt to be not proficient – the highest figure ever recorded and continuing its upward trend since 2015.

Figure 8: Density of skills gaps by sector



Source: Employer Skills Survey. Base: 2024: 22,712; 2022: 72,918; 2017: 87,430; 2015: 91,210; 2013: 91,279; 2011: 86,522 (all sites).

Figure 9: Density of skills gaps within the Primary Sector & Utilities by nation

Nation	2011	2013	2015	2017	2019	2022	2024
England	5.0%	4.7%	4.1%	4.9%	4.4%	5.0%	5.2%
Northern Ireland	3.5%	5.9%	2.3%	3.0%	2.4%	5.6%	4.4%
Scotland	4.9%	6.7%	2.5%	5.1%	N/A	2.9%	6.3%
Wales	4.4%	2.4%	3.2%	1.9%	1.7%	2.4%	3.4%

5.1.8 Where national data is available, the data shows that skills gaps are more prevalent in Scotland's Primary Sector & Utilities (6.3% of the workforce – a significant increase from 2.9% in 2022), and less so in Wales (3.4%).

5.1.9 The Primary Sector & Utilities reported the third highest skills gap density figure in 2024 – only Hotels & Restaurants (6.2%) and Wholesale & Retail (5.3%) reported higher figures.

5.1.10 Furthermore, the Primary Sector & Utilities was one of only two sectors that reported a higher skills gap density figure in 2024 compared to 2022 – the other sector being Health & Social Work (from 3.7% in 2022 to 4.3% 2024).

5.1.11 This growth in skills gaps in the existing Primary Sector & Utilities workforce could be caused by a number of factors, one of which is likely to the changing nature of much of the energy and utilities sector. For example:

- The expanding and improving electricity, gas and water networks
- Greater distributed energy generation
- The continuing transition towards managing resources and recovering value rather than traditional methods of waste management
- The drive for energy efficiencies in the home and businesses

5.1.12 Where sub-industry level data is available, we can see that the density of skills gaps in the energy and utilities sector is:

- 4.9% in Waste collection, treatment and disposal activities; materials recovery
- 4.2% in Sewerage
- 1.6% in Electricity, gas, steam and air conditioning supply

6 Training and workforce development

6.1 Prevalence of training

6.1.1 Training the workforce is one way in which employers can address skill shortages and skills gaps, enabling them to improve productivity. This chapter explores the training landscape in 2024 and how this has changed over time.

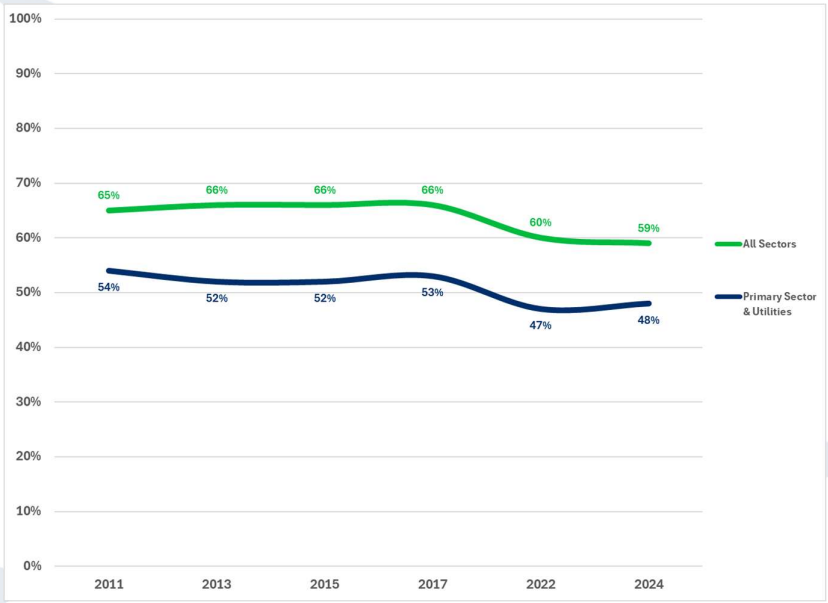
6.1.2 Training and development provided by employers can include:

- Off-the-job training: training beyond that which takes place on-the-job or as part of an individual's normal work duties. This can be undertaken at an employer's premises, at a provider, at home or elsewhere.
- On-the-job training: training undertaken at the individual's work position and covering activities that would be recognised as training by staff, rather than learning by experience which can take place all the time.

6.1.3 Across all sectors, 59% of businesses in 2024 had funded or arranged training over the previous 12 months for their employees. This is the lowest figure ever recorded.

6.1.4 The Primary Sector & Utilities was the sector with the lowest proportion of businesses that had arranged such training for their employees (48%) – although a historically low figure, it is a slight improvement on 2022.

Figure 10: Percentage of sites that have funded or arranged any training for staff over the past 12 months, by year



Source: Employer Skills Survey. Base: 2024: 22,712; 2022: 72,918; 2017: 87,430; 2015: 91,210; 2013: 91,279; 2011: 86,522 (all sites).

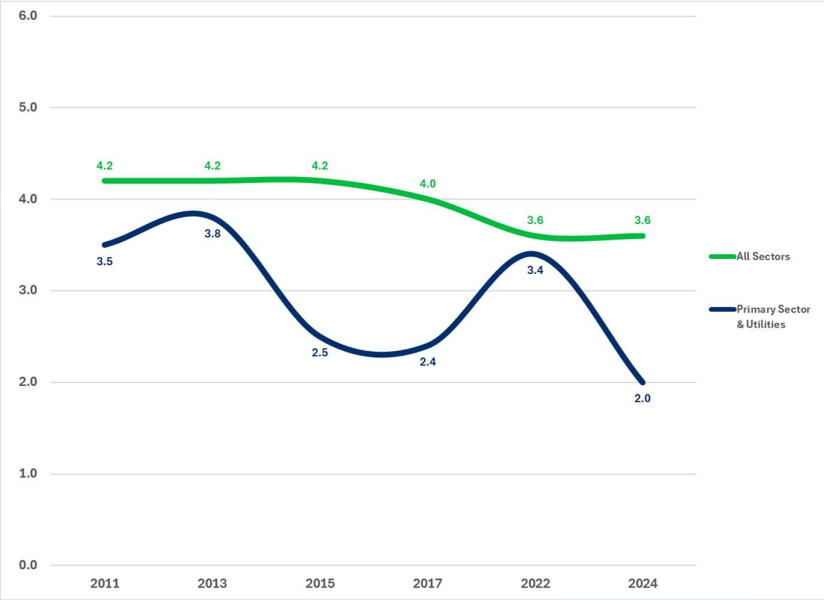
6.1.5 Businesses across all sectors provided nearly 111 million days of training on 2024, nearly three million more than in 2022 (but lower than the peak of nearly 118 million in 2015).

6.1.6 Within the Primary Sector & Utilities, businesses provided nearly 1.7 million days of training on 2024 – 1 million fewer days than the peak reached in 2022.

6.1.7 Across all sectors, businesses provided an average of 3.6 days per employee in 2024. By contrast, businesses in the Primary Sector & Utilities provided an average of just 2.0 days per employee. The 2024 figures were the lowest ever recorded.

6.1.8 Within the Primary Sector & Utilities, with the exception of 2022, there is a clear long-term downward trend in terms of the average number of days training provided per employee.

Figure 11: Average number of days training per employee



Source: Employer Skills Survey. Base: 2024: 16,161; 2022: 51,077; 2017: 67,950 (all sites providing training).

Figure 12: Average number of days training per employee in the Primary Sector & Utilities by nation

Nation	2011	2013	2015	2017	2019	2022	2024
England	3.6	4.4	2.7	2.4	2.9	2.5	2.0
Northern Ireland	4.3	2.2	1.9	2.2	2.4	1.7	2.1
Scotland	2.8	2.0	2.1	2.3	N/A	8.8	2.2
Wales	2.5	1.9	2.2	2.2	1.8	2.3	2.6

6.1.9 Where national data is available, the figures for 2024 are broadly in line with the UK sector average – albeit the number of days provided by sector employers in Wales is higher than elsewhere in the UK.

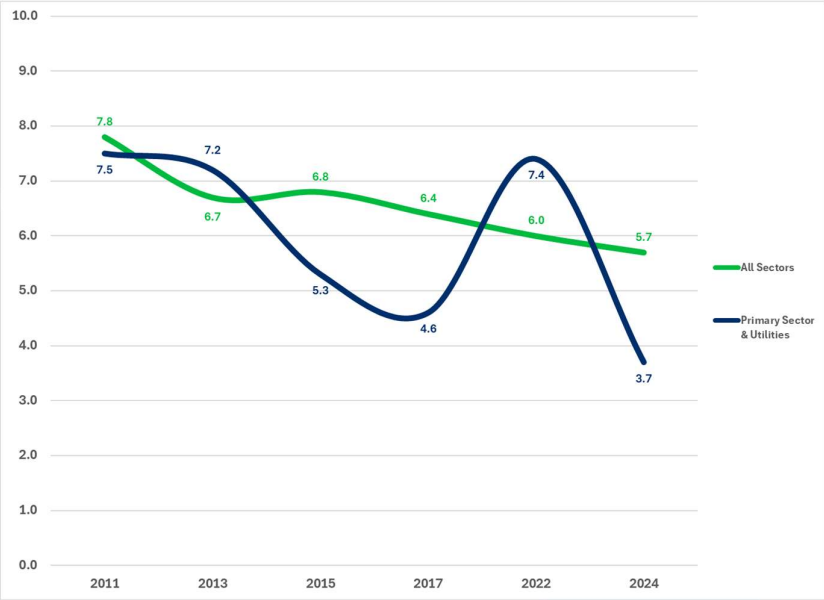
6.1.10 Across all sectors, businesses provided an average of 5.7 days per trainee in 2024. By contrast, businesses in the Primary Sector & Utilities provided an average of just 3.7 days per trainee. The 2024 figures were the lowest ever recorded.

6.1.11 Where sub-industry level data is available, we can see that the average number of days training per employee in the energy and utilities sector is:

- 3.2 days per employee in Sewerage
- 2.3 days per employee in Waste collection, treatment and disposal activities; materials recovery
- 1.5 days per employee in Electricity, gas, steam and air conditioning supply

6.1.12 Within the Primary Sector & Utilities, with the exception of 2022, there is a clear long-term downward trend in terms of the average number of days training provided per trainee.

Figure 13: Average number of days training per trainee



Source: Employer Skills Survey. Base: 2024: 16,161; 2022: 51,077; 2017: 67,950 (all sites providing training).

Figure 14: Average number of days training per trainee in the Primary Sector & Utilities by nation

Nation	2011	2013	2015	2017	2019	2022	2024
England	8.1	8.2	5.4	4.8	5.7	5.9	3.5
Northern Ireland	10.4	5.6	5.6	5.3	5.7	4.8	5.1
Scotland	5.4	3.8	4.9	3.6	N/A	13.1	3.7
Wales	5.7	4.2	5.4	5.5	4.4	5.5	5.7

6.1.13 Where national data is available, the average number of days training per trainee in the Primary Sector & Utilities in Wales (5.7) and Northern Ireland (5.1) is well above the UK sector average of 3.7.

6.1.14 Where sub-industry level data is available, we can see that the average number of days training per trainee in the energy and utilities sector is:

- 5.8 days per employee in Sewerage
- 3.8 days per employee in Waste collection, treatment and disposal activities; materials recovery
- 2.3 days per employee in Electricity, gas, steam and air conditioning supply

6.1.15 The Primary Sector & Utilities consistently lags well behind the all-sector average in the delivery of certain training:

- Management training
  - 34% across all sectors; 19% in the Primary Sector & Utilities
- Supervisory training
  - 34% across all sectors; 23% in the Primary Sector & Utilities
- New technology training
  - 50% across all sectors; 40% in the Primary Sector & Utilities

6.1.16 The gap between the Primary Sector & Utilities and the all-sector average in providing new technology training continues to widen – in 2011 the sector lagged just 3% behind the all-sector average, compared to 10% in 2024.

6.1.17 It is unclear why the energy and utilities sector (with the exception of the Sewerage sub-industry) performs so relatively poorly on these measures when compared to all sectors.

6.1.18 However, it is clear that expanding and retaining trainer and assessor capacity will be critical to maintaining the pace and safety of national infrastructure delivery. Strengthening this part of the workforce will ensure that new workers meet consistent, accredited standards. This investment will sustain productivity, prevent project delays, protect consumers, and keep the clean energy transition on schedule.

6.2 Investment in training

6.2.1 All investment in training estimates presented below have been rebased to 2024 prices[1].

6.2.2 In 2024, the total expenditure on training and development over the previous 12 months was £53 billion – down from £59 billion in 2022.

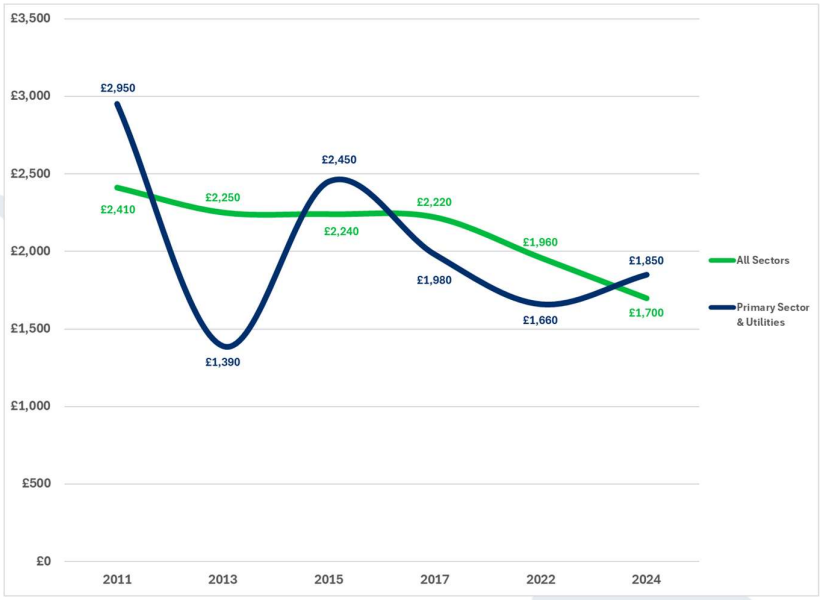
6.2.3 However, despite the reduction in training days delivered in the Primary Sector & Utilities as detailed above, total expenditure on training and development over the previous 12 months increased in 2024 (£1.6 billion; up from £1.3 billion in 2022.

6.2.4 Why this should be case, that training days are down while investment in training is up is unclear. It may be that capacity constraints are limiting the supply of training and, at the same time, increasing its cost.

6.2.5 For the first time since 2015, training spend per employee is higher in the Primary Sector & Utilities than the all-sector average (£1,850 per employee, compared to £1,700).

[1] The adjustments used were an uplift of 43.4% for 2011; 35.9% for 2013; 33.9% for 2015; 29.5% for 2017; 24.2% for 2019; and 10.0% for 2022.

Figure 15: Investment per employee, by year (in 2024 prices)

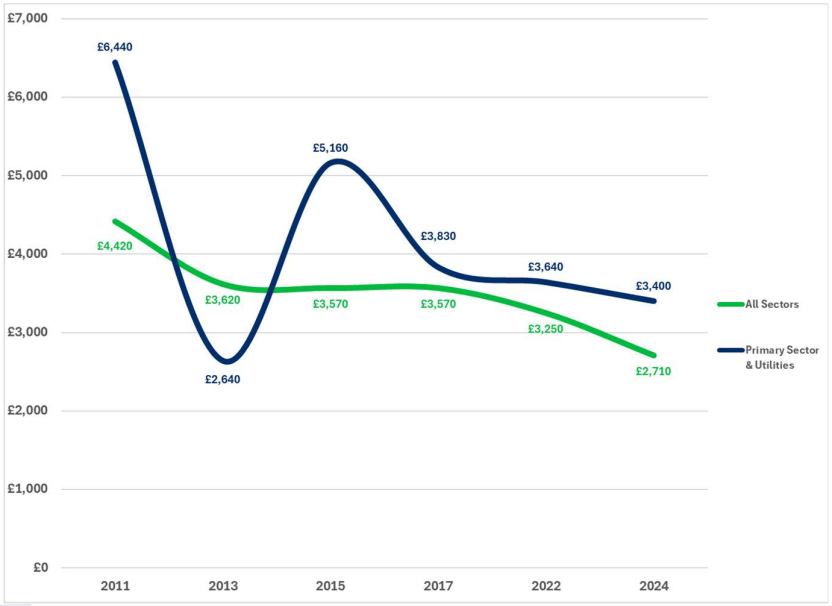


Source: Employer Skills Survey. Base: 2024: 5,935; 2022: 11,832; 2019 (excluding Scotland): 10,255; 2017: 12,466; 2015: 12,614; 2013: 12,522; 2011: 11,027 (sites completing the Investment in Training study). Spend rounded to the nearest £10.

6.2.6 While the overall trend in training spend per employee is downwards (2024 expenditure is the lowest all-sector figure ever recorded), it is encouraging to see training spend per employee in the Primary Sector & Utilities bounce back from declining numbers in the 2017 and 2022 survey.

6.2.7 Similarly, training spend per trainee is higher in the Primary Sector & Utilities than the all-sector average (£3,400 per employee, compared to £2,710). However, it is also on a downwards trajectory (albeit less steep than the all-sector average).

Figure 16: Investment per trainee, by year (in 2024 prices)



Source: Employer Skills Survey. Base: 2024: 5,935; 2022: 11,832; 2019 (excluding Scotland): 10,255; 2017: 12,466; 2015: 12,614; 2013: 12,522; 2011: 11,027 (sites completing the Investment in Training study). Spend rounded to the nearest £10.

7 Conclusion and recommendations

7.1 Combat skills shortages

7.1.1 As skills shortages in the Primary Sector & Utilities reached a record high of 34% in 2024, urgent action is needed to increase the size of the talent pool available to the sector

Ref	Recommendation	Lead
1	Industry need to maximise the reach and impact of all entry routes into the sector in order to attract the quantity and quality of people needed, including (but not limited to): ■ Apprenticeships and other forms of structured training, including Graduate entry programmes ■ Service leavers ■ The "pooling" of unsuccessful job applicant details in the sector to offer them alternative opportunities in other employers who are recruiting similar skills/occupations ■ Continue to explore/develop the concept of "skills passports" to facilitate the movement of people around the sector, and into the sector from adjacent sectors, and reduce the duplication of training against industry-agreed standards	Industry Energy & Utility Skills Adjacent sector skills bodies
2	Develop and utilise industry-agree occupational standards to expedite the route to competence, recognising prior learning from adjacent industries and previous employment.	Industry Energy & Utility Skills
3	Industry need to innovate in order to create additional assessor and trainer capacity to support an increase in the use of trainee-based entry routes.	Industry
4	Industry need to ensure their trainee-based entry routes can be accessed by people with a wider range of ages and experience (not just targeted at young people).	Industry

Ref	Recommendation	Lead
5	In entry-level occupations, industry need to consider how a more skills-based recruitment approach might help mitigate risk through utilising an accelerated programme of sector-specific skills development and fast-track into employment that expedites time to competency. These should focus on: ■ Those with low levels of academic achievement ■ Those who are not currently in education, employment or training (NEET)	Industry
6	Industry to engage in developing and delivering a Sector Attraction Strategy, building on new research being undertaken by Energy & Utility Skills into the perceptions of key target groups of their career aspirations in the sector.	Industry Energy & Utility Skills
7	Industry to engage in improving key target groups perception of the sector a sector of choice, and to design and deliver an awareness campaign to improve those perceptions.	Industry Energy & Utility Skills
8	In the short-term, international migration may have to play an important role in delivering the skilled people required by the sector. Industry to engage with government and its agencies (particularly the Migration Advisory Committee) and Energy & Utility Skills to ensure current entry routes for international talent are fit for purpose (e.g. Skilled Worker Visa, Immigration Salary List, Temporary Shortage List, etc.).	Industry Energy & Utility Skills Migration Advisory Committee

7.2 Maximise inclusivity and diversity

7.2.1 Maximise the inclusivity of entry routes to build a strong UK workforce

Ref	Recommendation	Lead
9	Industry should continue to innovate their approaches to attracting and retaining people from under-represented groups, including females, people from ethnic minority communities, those with physical and learning disability, etc. Individual employers should seek to better reflect the communities from which they recruit. This may require employers to review and update its policies and practices in terms of advertising, recruiting, flexible working conditions, pastoral care/mentoring, and their approach to collecting exit interview data (to better understand why people of various characteristics (e.g. women, ethnic minority, etc.) leave the workforce).	Industry
10	Industry to engage with the Inclusion Measurement Framework to provide data on the progress being made in social inclusion and identify areas of good practice.	Industry Energy & Utility Skills
11	Industry should also engage with relevant organisations/charities that specialist in this area of community engagement.	Industry

7.3 Retention and career progression

7.3.1 Increase levels of retention in the sector's workforce and enable career progression

Ref	Recommendation	Lead
12	Industry should consider how retirements, succession planning and career progression are managed.	Industry
13	Industry should support the development of Occupational Profiles and Occupational Mapping to facilitate career progression and the retention of people in the industry's workforce.	Industry Energy & Utility Skills
14	Industry to engage on the development and implementation of a Candidate Care Charter.	Industry Energy & Utility Skills
15	Energy & Utility Skills to work with its members and industry to identify new approaches to retaining experienced talent to train and upskill the workers of tomorrow.	Industry Energy & Utility Skills

7.4 Increase levels and investment in training

7.4.1 Skills gaps in the existing workforce reached a record of 5.2% in the Primary Sector & Utilities in 2024, while more than half of businesses in the sector did not arrange training for their workforce and the number of training days per employee reaching a new low of just 2%.

Ref	Recommendation	Lead
16	Industry should take action to increase the funding and arranging of training, specifically in areas such as: ■ Management ■ Supervisory ■ New technologies	Industry