WAPES G7 Working Group

Changing Labour Markets

PUBLICATION:

PES AND GREENING ECONOMIES

CATALOGUE OF ACTIONS

(2023)

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PES practices

Introduction

A new WAPES Working Group to support structural transformation of labour markets

Labour markets in post-Covid economies are undergoing an accelerated transformation due to the combination of digitalisation, policies for greener, more climate-friendly economies and demographic change. All these changes imply changing skills requirements, as new jobs are created, jobs out of demand get lost, many job profiles change and many workers become inactive in ageing societies. Both, rising unemployment in certain regions as well as difficulties for employers to fill vacancies call for a continuous and pro-active adaptation of Active Labour Market Policies (ALMP) to reduce risks for economic growth, social and political coherence of societies.

Public Employment Services (PES) as transition management agencies and WAPES as their international cooperation structure are receiving increased attention by the G7 countries[1] as well as by international organisations[2]. PES by nature are at the pulse of labour market transformation. Helping employers with filling vacancies and jobseekers with job search assistance they receive first-hand information about the skills in demand, mismatches in labour market supply and demand, and changing need for their service delivery.

To strengthen PES capacities to adapt WAPES has launched in January 2023 the WAPES (G7) Working Group Changing Labour Markets bringing together PES expertise and good practices. The focus topic agreed for 2023 is *PES and greening economies*.

Objectives and structure of the WAPES G7 Working Group publication

This publication has the objective to set out elements for possible PES services to effectively support the transition to a greener economy together with good practices from the G7 PES, thus complementing the work of the G7 Employment Working Group[3]. Service elements are derived from contributions by the WAPES working group members, research and an exchange with the European Network of Public Employment Services having carried out considerable work on the topic[4].

Following an overview of the policy background, the publication presents PES strategies and practices in the areas of labour market information, services for jobseekers and employers, training measures including employment incentives, partnerships strategies and internal strategies for PES as public agencies. It concludes with challenges for PES.

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[1] G7 Employment Ministerial Meeting Communiqué (2022) 'Just transition: Make it work. Towards decent and high-quality work in a green economy'. Labour and employment ministers established a standing G7 Employment Working group. They also acknowledged in the Communiqué the role of the public employment services within the G7 and beyond in facilitating an inclusive and just transition as well as the role of WAPES in facilitating cooperation, exchange of data and knowledge sharing.
Kurashiki Ministerial Declaration (2023): `Investing in Human Capital. Labour and employment ministers welcome the WAPES G7 working group on Changing Labour Markets to complement the work of the Ministerial G7 Employment Working Group from a public employment service perspective.
[2] ILO (2022): The Employment Service Convention, 1948 (No. 88). The ILO launched in 2021 a campaign to promote quality national, cost-free public employment services worldwide.
OECD (2021): Employment Outlook 2022. Building back more inclusive labour markets.
[3] Building on this publication, a second expanded publication will take into consideration the different labour market contexts and Public Employment Services Systems of all WAPES members around the globe.
[4] We thank the Chair of the European Public Employment Services Network, Johannes Kopf for an inspiring exchange on 2nd March 2023.

How to use this Catalogue of PES actions

- *This catalogue shows possible PES actions.* Altogether these form a comprehensive PES strategy comprising both, services for jobseekers and employers as well as PES internal set-up and processes.

- *It is a menu for PES to choose from taking national conditions into account.*

Given the variety of organisational set-ups, stages of development and financial conditions of PES across the G7, it is for each PES management to choose in alignment with government priorities and funding which action(-s) to consider further and how to augment existing strategies for greening PES and their services.

- *The catalogue presents a learning resource.*

It comprises a collection of interesting and innovative practices (and beyond).
The catalogue will be used for further exchange on PES practices to strengthen PES capacities in this area.
A more detailed description of practices and lessons from mutual learning events will be published in the WAPES members' Platform.

At the end, you find basic information about the organisational set-up of the G7 PES.

1. Policies for greening employment and impact on PES business

Policies for greening economies have a global dimension

Structural changes in the demand for green jobs and skills are mainly linked to policy decisions with the objective to reduce climate change and to protect the environment. At international level, this is demonstrated by the United Nations Framework Convention on Climate Change (UNFCCC), the so-called UN Climate Convention, which currently, 198 countries have ratified. Consequently, all WAPES members are a party and taking measures for its implementation, though national contexts and government policy strategies may differ.

Given the global composition of WAPES, it is worth taking into consideration that developed countries are expected to be able to more highly prioritise cutting greenhouse gas emissions. In addition, those countries have agreed to support developing countries in their activities and in coping with the adverse effects of climate change. Several countries are considered as particularly vulnerable to the effects of climate change due their geographical location or to the effects of emissions reduction activities due to their production structure.

In EU Member States, development of climate and environmental-friendly policies is pushed by the Green Deal (2019) backed by substantial funding from the EU Covid-19 recovery program and the EU budget. To achieve the target of no net emissions of greenhouse gases by 2050, this policy package of binding EU legislation and other initiatives comprises many sectors, such as the phase-out of fossil fuel cars, decarbonization and promotion of renewable energies, a circular economy and replacement of a part of single-use plastic items, energy-efficient buildings and environmental-friendly agriculture.

Another example from the G7 countries is the big investment package put in place by the U.S. government to recover the from financial crisis in 2009, the American Recovery and Reinvestment Act (ARRA). An even higher share was spent on promoting the greening of the economy (renewable energy, public transport, clean vehicles, energy efficiency, building and retrofitting, modernising the electrical grid)[5].

As well as the USA, Canada established an interim Sustainable Jobs Plan for 2023-2025 which sets an initial frame for the Sustainable Jobs Action Plans that will be released every five years starting in 2025. The Plan details concrete federal actions to advance economic prosperity and sustainable jobs in every region of the country. This Plan is complementary to Canada's historic investments in sustainable economic growth, including $120 billion in federal commitments towards climate action, low-carbon economic development, public transit, adaptation and resilience, and environmental protection, since 2016.

Taking "green" job opportunities into consideration in their strategies has become more urgent for a number of PES. Some countries have set quantitative targets for green job creation[6] as part of their climate packages and are supporting these with ALMPs targeting green jobs. Overall, the demand for green skills is rising with

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[5] European Commission, Directorate-General for Employment, Social Affairs and Inclusion, *European Network of Public Employment Services, Greening of the labour market : impacts for the Public Employment Services : small scale study*, Publications Office, 2021, https://data.europa.eu/doi/10.2767/558712, p.23.
[6] Examples from the G7 states: France – 540 000 new green and greening jobs by 2030, Italy – 38 % of all jobs to be green by 2025, UK – 250 000 new green jobs by 2030, source: RAND (2022): Green jobs and skills development for disadvantaged groups; see also RAND (2022): A long road to just transitions: Limited green job opportunities for disadvantaged groups.

training the current and potential workforce in green skills lagging. Companies believe that around 40 percent of workers will need reskilling for up to six months[7] (see section 3.c). This shows the potential for targeted green training in the context of ALMPs.

Employment impacts of green policies require effective ALMPs and PES

While the green sector grows and new green jobs emerge, policies to reduce greenhouse gas emissions are likely to have considerable impacts on high-carbon, fossil-oriented sectors, leading to some job losses. Overall, however, small positive employment effects can be expected as estimations by international organisations set out[8].

Change due to greening economies shows the following pattern though it varies with priorities set by national "green" policy strategies:

- Carbon-intensive sectors and some other sectors related to products and services with high CO2 emissions will shrink (e.g., fossil energy, fuel engine cars production in Europe, mining and quarrying).
- "Green" sectors/businesses will benefit (e.g., renewable energies, construction and building renovation, e-car production and suppliers, waste management and recycling, organic agriculture or sustainable forestry).
- All qualification and skills levels will be affected by job gains, job losses, and changing skills requirements.
- A limited number of new occupations or specialisations emerge, like energy auditors, wind energy engineers or teachers with a specialization in environment.
- In many jobs and occupations, the skills profile will change to integrate new environmental skills, often in combination with the use of digital tools (e.g., construction managers using environmentally friendly materials and technologies for building and retrofitting, plumbers using energy-saving programming for heating, mechanics for e-cars, operators of recycling machines, workers in sustainable farming, forestry).

In the long run, basic knowledge and skills in sustainable ways of production and service delivery has the potential to become an integral part of education and training. Awareness and readiness to learn in this area could become a new transversal skill.

Pro-active and well-designed active labour market policies comprising services and measures supported by PES are key for a smooth green transition. For example, decarbonization or vehicle policies may severely affect local or regional labour markets and social cohesion due to a high number of job losses in the automotive sector and mining creating spill-over effects. On the other hand, there is evidence that those communities having workers who already possessed the skills required benefit most from stimulus packages proving the importance of anticipation and training of the workforce as the evaluation of the ARRA package shows (EC study 2021).

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[7] World Economic Forum in collaboration with Accenture (2023): Jobs of Tomorrow - Social and Green Jobs for Building Inclusive and Sustainable Economies. White Paper, January 2023.
[8] See European Commission (2021), footnote 4, review of research pg. 21ff covering work by UNEP, ILO, OECD, European Commission; World Economic Forum (2023), footnote 6.

Considering that in quantitative terms, additional green skills within existing job profiles are paramount, upskilling through, for example, training and internships has the potential to become an ALMP measure of increasing importance for PES.

2. What is a "green job"?

Broad shared understanding – complementing ways to measure green jobs

There is a common shared understanding that "green jobs" contribute to greening our economies and societies. They shall help to improve energy and raw materials efficiency, to limit greenhouse gas emissions, to minimize waste and pollution, to protect and restore ecosystem, to support adaptation to the effects of climate change.

For policy development and capacity building[9], the ILO (2016)[10] has issued the following definition focusing on the contribution of a job to an environmentally friendly economy:

"Green jobs are decent jobs that contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency."

This definition has been set up in the context of the ILO Green Jobs Programme and the UN Environment Program work taking also account of the UN Sustainable Development Goals. Therefore, this definition presents a "green jobs plus" concept, adding quality of work in terms of decent work working conditions.

With a view to green jobs, according to the ILO (and other definitions) two complementary categories exist:

1. Economic activities in sectors or enterprises, producing green outputs in the form of goods and services such as energy-efficient buildings or public low-emission transport. These are green jobs, even if production processes and technologies used do not necessarily benefit the environment.

2. Job functions in all sectors from an environmentally friendly process perspective. These are jobs, ensuring energy saving production, effective waste management in all sectors or enterprises, even if these do not produce green products and services. They can be in the fossil industry, a hospital or in a renewable energy plant.

   In the field of education, training (including ALMP measure) and job matching, skills-oriented approaches are increasingly applied for monitoring and anticipation using different classifications and methods.

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[9] For statistical purposes, the United Nations System of Environmental Economic Accounting, an international statistical standard for measuring the relationship between the environment and the economy, defines the "Environmental Goods and Services Sector" (EGSS), as "areas of the economy engaged in producing goods and services for environmental protection purposes, as well as those engaged in conserving and maintaining natural resources."

[10] See also: ILO (2019): Promoting Green Jobs: Decent Work in the Transition to Low-Carbon, Green Economies (from International Development Policy). ILO (2022): How to work in the green economy? Guide for young people, job seekers and those who support them.

Applying a skills-oriented approach, two categories of green job functions can be discerned:

a) Green occupations = occupations contributing to the protection of the environment[11]
b) Greening occupations = occupations that integrate new environmental skills, while their final output is not necessarily environmental. These prevail and green skills requirements within occupations and job profiles are growing.

The complementary nature of this distinction is widely accepted and both dimensions are used for shaping ALMP programmes with a link to green jobs (see section 3.c).

Examples from WAPES members - G7 countries:

PES France – Definition of green jobs by the National Observatory

In accordance with Onemev (*L'observatoire national des emplois et métiers de l'économie verte* – the national observatory of jobs and occupations in the green economy), the French PES Pôle emploi provides the following definition of green and greening occupations on its website:
    (i)   green occupations are those contributing to measuring, preventing, controlling and correcting negative impacts and damage to the environment (e.g., maintenance officer of natural areas, forest ranger, technician in charge of the water police, etc.);
(ii) greening occupations include occupations whose finality is not environmental, but which integrate new 'skills building blocks' to take into account in a significant and quantifiable way the environmental dimension in the professional act (e.g.: architect, thermal insulation installer, logistics manager, gardener, etc.).

Example 1 – PES France: Definition of green jobs by the National Observatory

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PES USA – Definition of green jobs by the Bureau of Statistics

The U.S. Bureau of Labor Statistics has developed a definition of green jobs for use in data collection[12] serving as basis for the PES work.
Green jobs are either:

- Jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources.

Jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources.

Example 2 – PES USA: Definition of green jobs by the Bureau of Statistics

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[11] The number of occupations differs depending on the definition and method used (see European Commission 2021, pg. 14-17).
[12] Last update 2013.

PES apply different approaches putting mainly skills and occupations at the core

Currently, there are indications that for purposes of skills profiling, matching and dedicated "green" training measures, PES practices in Europe show a prevalence of approaches oriented towards occupations and skills. The same pragmatic approach can be found in the G7 PES with most PES having no definition of green jobs in use so far.

Taking a broader view to monitoring labour market trends and PES having the task to contribute to effective matching of labour demand with labour supply, both components of the definition are relevant. On the ground, all jobs in a renewable energy plant, recycling plant or organic agriculture, with an environmental profile or not need to be filled and provide opportunities for placing jobseekers. The same holds true for jobs with a green skills profile regardless of whether these are in a green or other private or public company.

PES work to define and monitor "green jobs" does not occur in isolation. It takes place in a concrete national context, thus being influenced by priorities and the work of governments and other actors in the area of environmental, labour, education and also economic policies. In addition, national and PES traditions of analysing labour market and skills developments differ.

3. PES services and measures – a catalogue of actions

To equip PES with the capacity to support policies for greening economies and societies means acting in a cross-cutting way covering the whole range of service provision: provision of labour market and skills information, active support for jobseekers and help with recruitment for employers, effective training measures and incentives as well and work in new or adapted partnerships. To complete a green labour market strategy, it is also necessary to consider strategies for greening PES as organisations, including buildings and operating processes.

a) Greening labour markets and skills information systems in PES

PES actions include to:

- *Develop an approach related to "green jobs" reflecting relevant jurisdiction or government approaches. Once set up, it is important to ensure consistency across all digital and face-to-face services of a given PES.*
- *Introduce the category "green" into skills classifications based upon preliminary labour market and skills research, as far as this is within the remits of a given PES.*
- *Provide information on the structure and trends in demand for "green jobs" and skills, either by PES themselves or making this information accessible on the PES website skills information produced by other actors*
- *Set up a process to integrate qualitative information from employment counsellors for jobseekers and employers.*
- *Arrange regular exchanges with stakeholders at local, regional and national level including private and public employers and employer associations, training providers and relevant research institutes.*

Providing services and measures for jobseekers and employers, PES receive a lot of labour market and skills information in their everyday business.

At the same time, the effectiveness and the success of a PES including expenditures for costly training measures depend on its capacity to closely monitor, and, if possible, pro-actively anticipate green and other labour market and skills trends using a broad network of partners. For this, a number of PES are using national or different international skills qualifications such as ISCO (ILO International Standard for Classification of Occupations) or ESCO (classification of European Skills, Competences, and Occupations) expanding ISCO by a level of skills descriptions.

At management level, PES having the responsibility to provide active support for jobseekers and employers, are expected to provide at all levels their expertise and assessment of labour market developments and changing (green) skills requirements to governments and relevant stakeholders.

PES France - Green('ing) jobs in the National observatory and the skills classification ROME 4.0

Pôle Emploi is member of the National Observatory for Jobs and Occupations of the Green Economy (Onemev – *Observatoire national des emplois et métiers de l'économie verte*) set up in 2010. Other members are research institutes and the ministry of labour. Based on the PES classification of occupations ROME, this Directory includes more than 10,000 job titles that are described in great detail and regularly updated. One of the characteristics of ROME is that it is based on a pragmatic process: an inventory of the most common job/occupation names, an analysis of activities and skills, and a grouping of positions according to a principle of equivalence or proximity. 10 green occupations and about 52 greening occupations have been identified.
This nomenclature and ROME codification are used by other organisations, public and private, related to employment, skills management and vocational training.

Example 3 – PES France: Green('ing) jobs in the National observatory and the skills classification ROME 4.0

PES Italy - the Excelsior Information System

The Excelsior Information System, managed by Unioncamere, the Italian Union of Chambers of Commerce, in collaboration with ANPAL, the national agency for active labour market policies, is a leading national source for monitoring labour demand in Italy. It provides valuable information for training planning and PES guidance services. Through surveys of over 1.3 million companies, the system offers timely forecasts of employment demand across Italian provinces and details the required qualifications and skills. Additionally, the system produces annual reports on green jobs, analysing the demand for green skills and professions in various sectors using standardized occupational classifications.

Example 4 – PES Italy: the Excelsior Information System

PES Italy - Classification of green jobs in the Atlas of Work

The Atlas of Work (Atlante lavoro) developed by INAPP (National Institute for Public Policies Analysis) can be defined as a mapping of the world of work and qualifications based on a description of activities carried out in the work context. It links the demands of the world of work with the skills and competences acquired in education or training contexts. The Atlas of work and qualifications is a dynamic tool, it is constantly developed and updated. Concerning green jobs, the Atlas distinguishes between "core green jobs" with work processes aimed at the production of goods and services directly connected to the environmental issue (e.g., energy engineers, landscape architects, technicians of energy saving and renewable energies) and "go green jobs" or professions potentially upgradeable with green skills (e.g. managers of companies operating in agriculture, fashion designers, travel agents).

Example 5 – PES Italy: Classification of green jobs in the Atlas of Work

b) Integrating a "green jobs" perspective into services for jobseekers and employers

PES actions include to:

- *Train employment counsellors for jobseekers and employers in labour market trends including green jobs, skills, training measures and incentives starting with the initial training and continuing during further training.*

- *Introduce the category of "green jobs" into the template or guidance for vacancies and jobseekers' CVs while defining clear standards to avoid greenwashing.*

- *Integrate a green jobs and skills category into PES matching and recruitment tools, including also a search function for "green" vacancies and a jobseekers' preference for green job on digital PES job portals.*

- *Conclude agreements with other relevant "green jobs" portals to complement the PES job portal taking into account that approaches to define "green jobs" may differ.*

- *Arrange digital or face-to-face job fairs with a focus on "green jobs" providing information and the possibility for meetings with employers, in particular with a view to those jobs where skills shortages exist.*

The role of PES as agencies to provide active support to jobseekers and to help employers with recruitment has gained weight compared to passive services with a focus on payment of benefits. Against this background, employment counsellors in PES assist unemployed people with job search, career guidance, and where needed, training or other ALMP measures that are delivered in-house or in partnership with public or contracted providers. In a number of PES, specialized career guidance counsellors complement their work.

Either as part of their job profile or, as increasingly common in European PES, as a separate employer contact point or service unit, they reach out to employers to ensure a good match, check a risk or a situation of shortages and to inform about current ALMP measures and incentives they can use. Depending on national PES remits and ALMP programmes, some PES also ensure preventative services in a situation of an expected big job loss or a risk of skills shortages.

The need to provide blended services combining digital tools and online meetings with face-to-face services has been triggered even more by the COVID pandemic. Therefore, depending on the national rules, much of the job search and recruitment processes including entering of CVs and vacancies are organized as online services. In an increasing number of PES these are based upon sophisticated and sometimes not easy to adapt software for skills-based profiling and job

matching that make the integration of new categories like "green" or "digital" jobs a time-consuming and resource-intensive exercise.

In addition to PES, in many countries, "green jobs" portals have emerged, either with a focus on environmental NGOs as employers or other using their own definitions of what is considered as "green" depending also on the profile of the service provider behind.

In some countries, PES organize job fairs or participate in partnership at career fairs organized by universities, Vocational Education and Training (VET) institutions or others having a focus on green jobs, though the underlying definition is not always clear.

Examples from WAPES G7 countries:

Training employment counsellors

PES UK – Staff training - The role of Champions as promoters

To ensure national initiatives and priorities are delivered effectively across the network of c. 15,000 Work Coaches, the Department of Work and Pensions (DWP) uses 'Champions'. Champions are members of staff, often Work Coaches themselves, who are trained to promote specific topics and initiatives amongst their colleagues. The aim is to raise awareness of a current initiative, to ensure consistency in communications and delivery, and to ensure its priority is maintained despite a geographically dispersed organization and staff managing busy workloads. DWP has seen that change is more likely to be embedded through peer-level interpersonal collaboration than through written guidance alone. The role is voluntary and is performed alongside contracted work objectives, and the time spent on the role can be recorded using a dedicated code in Activity Based Management staff records. Current examples include Sustainability Champions and Digital Workplace Champions.

Example 6 – PES UK: Staff training – The role of Champions as promoters

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PES Germany – Staff training - Greening of labour markets in the curriculum of the Bachelor study courses at the University of Applied Labour Studies (Hochschule der Bundesagentur für Arbeit)

The curriculum for the two Bachelor study courses (Career guidance; Labour market management) at the PES University of Applied Labour Studies contains a module on occupational and labour science including changing occupational competence profiles due to ecological policies. Further, from summer 2023 a module will be introduced on "Sustainable work and labour agencies – future of work and integration in times of climate change".

Example 7 – PES Germany: Staff training – Greening of labour markets in the curriculum of the Bachelor study courses at the University of Applied Labour Studies

PES Canada - Job bank and green jobs

The online job bank includes its own category on green jobs for job search and recruitment. Criteria for green vacancies are:

1) The job involves duties and responsibilities that lead to positive environmental outcomes.
2) The job involves supporting green economy sectors.
3) The job requires specialized environmental skills or knowledge.

Employers can also indicate if their workplace has green features.

Example 8 – PES Canada: Job bank and green jobs

PES France - Accelerate recruitments for companies related to the ecological transition

Pôle Emploi uses the simulation method for matching of skills and competences adapted to green jobs. The practice targets a large enterprise, the market leader for renewable energies, to support in a region where some vacancies are difficult to fill due to labour shortages. The Pôle Emploi service for employers cooperates with the Recruitment Simulation Method team assessing with this method the potential of jobseekers with a focus on those lower qualification levels.

Example 9 – PES France: Accelerate recruitments for companies related to ecological transition

PES Germany - Digital information events on career prospects in green jobs

The regional directorates and local employment agencies are increasingly organizing virtual information events on "green jobs" on their own responsibility. These are mostly carried out by the vocational guidance service.
The online events provide information including on Green vocational training and degree programs, labour market opportunities in general and in concrete terms – e.g., working for the energy transition or sustainable crafts.
Supplementary on-site events provide an opportunity to look at the practical side of things, for example a visit to a solar park.
Access for interested parties is designed to be low threshold. Normally, the conference links are already included in the event information.

Example 10 – PES Germany: Digital information events on career prospects in green jobs

Taking into account national or regional policy priorities and ALMP programmes, PES actions may include to:

- *Carry out a needs analysis for green training measures at local / regional level with a view to identify trends in skills demands for "green jobs" and potential training (or more complex) needs of jobseekers*
- *Adapt existing or set up new green training measures with a focus on upskilling (or reskilling where needed) to facilitate the transition into green sectors and / or job functions*
- *Use the possibility of digital techniques to pool cost-effective trainings across PES such as webinars, podcasts.*
- *Adapt existing or develop new green training measures for low-skilled furthest from the labour market in the area of low-skilled job profiles planning more complex support services where needed*
- *Combine training measures for green jobs with internships, training subsidies or subsidized work contracts for disadvantaged target groups to facilitate the transition from training to a job*
- *Adapt or set up targeted transition programmes to cushion large-scale job losses in certain regions induced by policy regulations such as decarbonization or reducing petrol powered cars*
- *Use existing partnerships or set up new strategic partnerships for green training with training providers, private employment services and relevant stakeholders to shape targeted and effective "green" measures or to raise awareness for their potential*

Both, the composition of the workforce and the structure of demand from green sectors or for green skills strongly varies across regions and municipalities. Moreover, a considerable proportion of jobseekers finds a new job without a PES intervention.

Many PES have considerable experience with carrying out training measures or more complex interventions including well-developed partnerships and result-oriented or other forms of contracting. They can transfer knowledge and practices to the area of green ALMP training or other measures.

In case of large-scale job losses in certain regions, the priority is to find new jobs in any industry, therefore green ALMP training measures may be of lower priority depending on the given job structure.

Including bridging systems into training offers (meetings with employers, internships or supporting with a work contract) has proven its effectiveness in other areas and can be applied to green training and more complex measures.

Employment subsidies to compensate for temporary productivity gaps or to stimulate job creation (as in the context of crises), like in general, can be helpful to open job opportunities for disadvantaged groups provided they are well targeted and avoiding deadweight. The public sector has also an important role in providing job opportunities for those furthest from the labour market.

Strategic and operational partnerships are key to ensure effective green training and labour market integration measures. The landscape of training institutions and providers differs across countries. Moreover, several private employment services (e.g., Adecco, LinkedIn, RAND) also provide training offers for their customers.

Examples from WAPES G7 countries:

Designing training offers

PES UK – Train and Progress (TaP)

Train and Progress is a DWP initiative aimed at increasing access to training opportunities for Universal Credit (UC) social security benefit customers. It extends the length of time people can receive UC while undertaking work-focused study, allowing people to take advantage of up to 12 weeks of sector-specific training while continuing to receive the financial support that they need. This support can be extended up to 16 weeks for those enrolled on Level 3 Skills Bootcamps, part of the UK's Skills for Life campaign. Skills Bootcamps are free for individuals and provide the opportunity to gain skills that employers require locally. Completing a Skills Bootcamp leads to a guaranteed job interview with a local employer. The offer includes green skills courses such as electric vehicle technology, offshore renewables and green construction, equipping jobseekers to secure green job opportunities more easily.

Example 11 – PES UK: Train and Progress (TaP)

PES Germany - Networked training spaces – regional transformation hubs and training of stakeholder staff as transformation-pilots.

The diverse challenges of transforming the economy (strong automotive sector, future technologies such as hydrogen in this region) require and bring in place a complex ecosystem of stakeholders and potential players. PES Germany is actively taking part in this ecosystem together with employer organisations, trade unions, ministries, municipalities and training providers to provide orientation guides for future skills and training needs. Networked training spaces with regional training providers and employers, an advisory board on state level and an initiative to train at least 200 employees from all stakeholders as transformation pilots represent the main pillars of the activity.

Example 12 – PES Germany: Networked training spaces – regional transformation hubs and training of stakeholders' staff as transformation-pilots

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PES Italy - Green internships for NEET youth
Italy – along with Malta, Lithuania, Slovakia, Poland, and Luxembourg – is among the countries participating in the INTERCEPT project, aimed at supporting young adults who are not in employment, education or training g (NEETs) to acquire skills that can be used in the green labour market.

Example 13 – PES Italy: Green internships for NEET youth

PES Italy – Regional training foundation ITS TEC (Territorio - Energia – Costruire) – Region Emiglia Romana

ITS TEC develops in a partnership approach (universities, vocational training centres, local Authorities, research centres, network of companies) post-diploma, non-university courses connected to the energy efficiency of buildings and systems, environmental sustainability, the circular economy, with attention to the impact of digitization on production processes. The related ITS Academies provide 2-year training courses including internships in companies. They are part of the national network of employment services and provide training, guidance activities as well as labour market intermediation.

Example 14 – PES Italy: Regional training foundation ITS TEC (Territorio – Energia – Costruire)

PES USA – State of Maryland: Maryland Works for Wind, state-wide workforce training initiative

Funded and led by the Maryland Department of Labour, the state PES organization, and executed in conjunction with local PES agencies, the state of Maryland is developing a state-wide workforce training initiative, including apprenticeships, to support the state's growing offshore wind industry. In partnership with leading employers, seven local unions, and other business alliances and partners, the Maryland Works for Wind program will build a training model that meets the needs of employers and local communities. The focus will be on formerly incarcerated individuals, veterans, disconnected youth, and other underserved populations. Local PES organizations and training providers will directly serve job seekers, ultimately connecting them to competitive, good paying careers in the offshore wind industry.

Example 15 – PES USA: State of Maryland: Maryland Works for Wind, state-wide workforce training initiative

PES USA – State of Michigan: Michigan Electric Vehicle Jobs Academy

Employer-led collaborative of over 100 stakeholder partners to identify the electrified vehicle and mobility-related occupational skill needs while developing and scaling postsecondary credentialing programs utilizing a turn-key online shared learning platform for Michigan Occupational Deans Administrative Council's 32 colleges and universities state-wide. Direct services, including outreach and recruitment for the program, will be provided to job seekers by local PES organizations and community college partners across the state of Michigan.

Example 16 – PES USA: State of Michigan: Michigan Electric Vehicle Jobs Academy

Financial incentives: Funding training and subsidies

PES Italy - New Skills Fund

The New Skills Fund (Fondo nuove competenze) set up by ANPAL (Agenzia Nazionale Politiche Attive del Lavoro - National Agency for Active Employment Policies) provides financial support for training of workers during working hours on the basis of company-based or local collective agreements. Training projects are defined by companies in cooperation with trade unions and the Regions covering a wide range of green occupational profiles. They are financed and delivered by the Joint Interprofessional Funds and target workers in a situation of outplacement.

Example 17 – PES Italy: New Skills Fund

> PES Japan - Subsidy for Supporting Human Resource Development targeting digitalisation and green jobs
>
> This program supports employers who are engaged in the following human resource development activities by subsidizing a portion of training expenses and wages during the training period at a higher rate:
> 1) Human resource development associated with new businesses.
> 2) Human resources development for digitalisation and green initiatives to improve operational efficiency and decarbonisation, etc.

Example 18 – PES Japan: Subsidy for Supporting Human Resource Development targeting digitalisation and green jobs

> PES Japan - Subsidy for skills development (digital, green jobs) targeting disadvantaged jobseekers
>
> This is a program to subsidise with higher amounts than usual the employers who hire workers with difficulty finding employment (e.g., older workers, single mothers, those with unstable careers following the economic crisis, welfare recipients, persons with disabilities). The focus is on hirings on an open-ended contract in the area of digital/green jobs and other related fields showing employment growth and on employers working on human resource development and workplace retention.

Example 19 – PES Japan: Subsidy for skills development (digital, green jobs) targeting disadvantaged jobseekers

d) Partnerships to set up and implement green or cushioning PES actions

PES actions to systematically evolve effective work in partnership include:

- *Develop a PES strategy for green PES partnerships reflecting PES strategic priorities for action*
- *Participating at or building strategic partnerships at all levels in employment policy with a focus on green jobs*
- *Raise awareness in PES bi-partite or tri-partite administrative councils or advisory boards for the increasing importance of strategies for greening ALMPs and PES, their services, measures, buildings.*

Working in partnership has a key role to play in strengthening PES capacities for action and their implementation of ALMP measures as the sections on monitoring greening labour markets and skills trends as well as the section on green ALMP measures demonstrates including also business relations in the form of contracted services and measures.

In addition to the partnership actions mentioned above (see section 1 and 3), PES could benefit from setting up a strategy defining priority areas for "green" partnerships, the partners needed, a process of cooperation including also a periodic evaluation of the work in partnership. Depending on the existing partnerships, this can be the adoption of PES and greening labour markets as a new focus.

PES can also strive to work in strategic economic and employment policy partnerships at local or regional level to contribute their expertise in periods of green transformation causing shifts in the structure of industries and employment.

To attract businesses in green growth sectors or other, PES can bring in their HR experience as transition management agencies.

Where bilateral (social partners) or trilateral bodies (labour ministry or other government bodies, social partners) are involved in strategic decisions, PES can bring in lessons from international exchange and learning to create awareness for options that could be developed in the national context and to take into consideration concerns.

Examples of WAPES G7 countries:

PES France - Strategic partnerships

Pôle emploi supports the development of the 'green' dimension of the economy by developing a policy of strategic partnerships. Partnerships are formed around different subjects and with different partners:
- Partnership with institutional actors: via exchange of information and data and identification of needs.
- Competitiveness groups, scientific clusters and large companies: adapting and improving their range of services
- Professional branches and skills companies: ensuring transparency in the labour market.
- Partnership between the public and private sectors - National Operators - OPCO -accompanying professional careers through training, VET
- Sectoral Kits Workshops to raise awareness and highlight professional sectors in particular: water, air, waste, waste management, sanitation, sustainable construction, construction, transport and logistics, food chain).

Example 20 – PES France: Strategic partnerships

PES Germany: Rhineland Mining Area – Network of District PES Agencies and Stakeholders to develop transformation strategies and tools in the context of decarbonisation

To support regions in facing labour market challenges in the context of phasing out coal-fired power plants by 2030, the Rhenish region has set up a broad partnership to reposition the region for the future. The regional PES and the Regional PES Directorate were particularly involved in
1) founding an initiative to actively design transition, establish job hubs and to create perspectives in cooperation with a network of large companies in energy, telecommunication, the German Armed Forces and in future chemical industry,
2) setting up a project to prepare for the possible impacts of the coal phase-out on the PES offices incl. analyses of the effects and consequences, analysis of the training landscape and a practical "toolbox" for PES staff
3) creating a Working Group Transformation at the Regional PES Directorate North Rhine-Westphalia to organise information, exchange and design of ALMP measures across departments and local agencies.

Example 21 – PES Germany: Rhineland Mining Area – Network of District PES Agencies and Stakeholders to develop transformation strategies and tools in the context of decarbonisation

PES UK – Green Jobs Pilot, Wales

The Green Jobs pilot in Wales brings together local industry with local and national government, training and skills providers and other local partners to ensure that workers have the right skills and training for that specific area to build back greener. The partnership is designed to grasp opportunities and meet the challenges of supporting high-carbon sectors, their workers, and the communities they support through the transition to net zero.

The pilot seeks to address the specific skills gaps experienced in that location as people transition from declining sectors, including coal mining, and into the green sectors growing there, for which demand is increasing rapidly - specifically waste and recycling, building retrofit, and water, energy and utilities. District Jobcentre staff are building targeted partnerships with local authorities.

Example 22 – PES UK: Green Jobs Pilots, Wales

e) Greening public administration – Elements of internal PES strategies

PES actions include to:

- *Introduce climate change management considerations into PES strategic priorities for organizational management*
- *Elaborate priorities or focus areas for PES internal action to contribute to reducing climate change and to protect the environment*
- *Set up a system of measurement using internationally defined key indicators and define targets for selected or all key areas*
- *Adopt a PES management plan to assess, manage and continuously improve environmental performance.*
- *Create a dedicated cross-cutting post for sustainable PES internal development and engage management and staff through awareness raising events and training*
- *Set up or use existing communities of practices including international ones and consider the application of award or certification schemes for PES at all levels*

A complete PES strategy for greening economies and societies has an external and an internal dimension. It covers the design of customer services to support the greening of an economy as well as an environmentally friendly PES including the design of service processes.

To set up an internal PES strategy for green government with all its elements is a process requiring resources in terms of staff and funding and needs the backing by the government of the responsible level.

To develop approaches, PES can benefit from several initiatives for sustainable government at international level. In Europe, the EMAS – the European Eco-

Management and Audit Scheme[13] supports organisations to assess, manage and continuously improve their environmental performance. The U.S. and Canada have launched a Greening Governments Initiative to enhance exchange and mutual learning.

The areas of possible intervention comprise real property (own and leased buildings), mobility and fleets, climate-resilient service and operations and procurement of goods and services. A management plan also contains PES policies and engagement strategies as well as oversight and performance measurement.

Key indicators in use are energy efficiency, material efficiency, water consumption, waste generation, emissions of greenhouse gases (EMAS).

Each PES shapes the approach taking into account institutional arrangements, responsibilities and approaches for service delivery. An internal strategy for "greening" a PES will be different in a PES delivering primarily online services compared to PES providing comprehensive face-to-face services or offering training or other ALMP measures in-house.

As the example below shows, a PES strategy may also go beyond ecological criteria integrating sustainability aspects in compliance with the UN Sustainable Development Goals.

Examples from WAPES G7 countries

> PES Germany - Sustainability as part of Federal Employment Agency's Strategy 2025
>
> In line with its Strategy 2025, the PES Germany wants to be a role model for sustainability in the public sector. The Federal Employment Agency has set up a 6-point action plan in the area of sustainability covering a broad range of fields:
> 1) an intranet site for all green PES teams and practices at regional/local level,
> 2) greening ICT by reducing CO2 emissions,
> 3) reducing paperwork and mobility through the expansion of digital platforms and online communication,
> 4) promoting pilot projects to reduce the consumption of heating energy and electricity in the PES,
> 5) making use of sustainable procurement, and
> 6) providing guidance for the PES employees on saving energy.

Example 23 – PES Germany: Sustainability as part of Federal Employment Agency's Strategy 2025

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[13] EMAS was developed in 1993 by the European Commission works with organizations to assess, manage and continuously improve their environmental performance. The scheme is globally applicable and open to all types of private and public organizations.

PES UK – DWP Sustainability

DWP is committed to embedding sustainability so that it becomes central to the way we make policy, run our buildings and purchase goods and services. This is in support of the UK's strategy to reach net zero greenhouse gas emissions by 2050. Improving the environmental performance of our estate and operations to reduce negative environment impacts is a key strategic enabler for the department, against which we report performance in our public annual report and accounts.

Sustainability activities are wide ranging and cover the whole of the country, and include actions such as:

- Net Zero Carbon building and estates projects, including climate change adaptations and sustainable construction requirements
- Waste management Sustainable procurement
- Digital sustainability strategy.

The specific target is to reduce greenhouse gas emissions by 45% from a 2017-18 baseline from the whole estate and business-related transport by 2024-25.

In addition to the environmental benefits, activity is projected to deliver gross savings of £3.5 billion over a 30-year period.

To implement these ambitions, DWP is taking the approach of embedding sustainability activity throughout the organisation, covering corporate areas and operational delivery business areas.

The Department established a director-led *Sustainability Leadership Forum* which brings together senior leaders from across DWP and provides the necessary governance, direction and demonstrable leadership needed to deliver on sustainability commitments.

Delivering such ambitions requires the dedication of Departmental staff, and so a network of 400 Sustainability Champions act as passionate ambassadors amongst their colleagues for 'all things green' and help to promote sustainable behaviours across their teams and office sites. The role is a voluntary one and is undertaken as a corporate contribution alongside the member of staff's usual work objectives. Some of the roles are '*Lead Champions*', which are peer-level co-ordination roles, to ensure activity is aligned across the organisation.

Specific examples of the sustainability actions undertaken by the Department during 2021-22 include:

- o Sustainability Champions delivering a targeted calendar of monthly campaigns, such as 'Plastic Free July', promoting the Cycle to Work scheme, and events such as virtual webinars, quizzes and discussion sessions, volunteering opportunities.
- o Roll-out of new waste recycling bins in across the estate, encouraging colleagues to segregate and recycle waste.
- o Introduction of an internal DWP scheme to share surplus equipment between sites to avoid waste and unnecessary cost.
- o Removal of Consumer Single Use Plastics from the Estate, working closely with catering suppliers to maintain and monitor the removal of non-recyclable items.
- o Applying sustainable construction design standards to building and refurbishment work.

- o Investigation of and establishing comprehensive flood plans at sites prone to risk of flooding.
- o Training of DWP staff in the use of UK Climate Change Projections.
- o Implementing a heat decarbonisation energy efficiency project at one of the larger sites.
- o Applying a sustainability measure to major commercial procurements (>£5m), whereby suppliers not providing a Carbon Reduction Plan in pursuit of the Net Zero by 2050 commitment will be excluded from bidding.
- o Initiating a digital sustainability strategy in order to benchmark and track Greenhouse Gases in the Department's IT estate, with an objective to reduce those emissions in future investment decisions.

Example 24 – PES UK: DWP Sustainability

CANADA

Canada's public employment service (PES) is delivered across two levels of government: The electronic labour exchange and Labour Market Information platform is offered through Job Bank – the federal government. Employment support assistance is offered by Canada's provincial and territorial governments through 800 employment centres across Canada. Job Bank connects job seekers to these provincial and territorial employment centres which provide access to services such as personalised, in-person assistance with skills assessments; preparing for an interview; employment counselling and training program referrals. Employers and job seekers interact with both levels of Canada's PES.

FRANCE

Pôle emploi is a public agency with more than 58,000 employees and more than 890 agencies and local offices based upon tripartite governance. The definition of its missions is the subject of a multi-year agreement on objectives and management including six essential missions:

- Welcome and support
- Prospecting and putting people in touch through dedicated services for employers and for jobseekers
- Job search assistance and monitoring
- Payment of unemployment benefits
- Controlling
- Delivering public policies tailored to the needs of employers and jobseekers

This agreement is concluded between the State, Unédic (*Union nationale interprofessionnelle pour l'emploi dans l'industrie* – managing social benefits) and Pôle emploi. It defines objectives considering the employment situation in France and the resources allocated to Pôle emploi by the State and Unédic.

GERMANY

The German public employment service is a public agency under law responsible to the Ministry of Labour. In addition to the central headquarter, it includes 10 regional agencies, 150 branches and 600 local units for service delivery. In addition, around 300 jobcentres managed by the PES Germany and/or municipalities provide support to long-term unemployed and other social welfare recipients able to work.

A tripartite Management Board (including delegates from the state, employer, and employee organizations), is involved in decisions regarding policies and programs, the budget, and the purchase of services by third parties.

Legally assigned duties of the public employment service are vocational guidance, job placement, active labour market policy measures, labour market information, labour migration, and the administration of unemployment and other social benefits.

ITALY

The provision of employment services in Italy is characterised by decentralised responsibilities and a multilevel governance. The subject matter of labour market policies is covered by concurrent legislation between central government and regions/autonomous provinces. The government establishes fundamental

principles, whereas the regions and the autonomous provinces are vested of legislative powers and are responsible for programming policies and delivering services through PES local offices. As far as vocational training policies are concerned, regions and autonomous provinces are fully responsible of them.

The WAPES member for Italy is ANPAL (Agenzia Nazionale Politiche Attive Lavoro) promoting people's right to work, training and professional growth. It coordinates the national network of employment services and is responsible for the labour market information system.

JAPAN

Japan's PES is a nationwide organization directly managed by the Japanese government (Ministry of Health, Labour and Welfare).

There are 544 offices nationwide. Regional labour bureaus are responsible for the public employment security offices in each of the 47 prefectures.

Japan's PES has the following three major responsibilities for employers and jobseekers:

1. Job placement, including vocational counselling, vocational training measures and developing job opportunities by visiting local firms.
2. Employment insurance, including unemployment verification, providing unemployment benefits and providing vocational training benefits to jobseekers.
3. Employment measures, including guidance for employers on the legal employment rate for persons with disabilities and on obligations to maintain older employees, and assistance for improving employment management systems.

In addition, after concluding agreements with local governments, employment measures that meet the needs of each region are being implemented.

UNITED KINGDOM

The Department for Work and Pensions (DWP) is the primary agent of the UK's PES. DWP is responsible for policy and administration of the working age benefit system, State Pension, child maintenance, providing support for people of working age, employers, pensioners, families and children, persons with disabilities.

PES services are delivered through Jobcentre Plus, a national network of over 600 locations including jobcentres, telephony contact centres and benefit delivery centres. The network covers England, Scotland and Wales. For Northern Ireland, responsibility for social security is transferred.

Jobcentre Plus provides personal tailored employment advice to match people seeking employment to suitable job vacancies. It delivers Universal Credit, a social security benefit that helps people move into work and become economically independent, and also deals with benefits for people who are unemployed or unable to work because of a health condition or disability.

USA

The National Association of State Workforce Agencies (NASWA) represents the United States on the WAPES Managing Board and is a national membership organization representing all 50 state PES workforce agencies, the District of Columbia, and U.S. territories. NASWA provides policy expertise, shares promising state practices, and promotes state innovation and leadership in workforce development.

NASWA members (state PES workforce agencies) deliver training, employment, career, business, and wage and hour services, in addition to administering unemployment insurance, veteran reemployment, and labour market information programs. They also provide funding and oversee local PES organizations which also provide employment and training services directly to job seekers and employers. In addition to state and local PES organizations, the United States Department of Labour is the federal PES that provides funding, oversight, rulemaking, technical assistance, and strategic direction to state and local PES workforce agencies.