

# **Briefing: Workforce Integration and Inclusion in the Green industry**

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**Greater London Authority  
November 2022**

Published by  
Greater London Authority  
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London E16 1ZE

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# Briefing: Workforce integration and inclusion in the green industry

## Introduction

There are significant differences between the unemployment rates of people in London, with certain groups being markedly underrepresented in the workplace. Underrepresented groups include **BAME Londoners, women, young people, lone parents, deaf and disabled Londoners**. Many groups navigate a system of barriers including biased recruitment processes, unequal pay and prospects for progression. These barriers are not inevitable and mean many businesses overlook and exclude people from underrepresented groups, missing out on their talent and drive.

In 2021 the Greater London Authority (GLA's) Workforce Integration Network (WIN) commissioned Work Advance and the Institute for Employment Studies to explore workforce diversity in some of the key growth sectors in London – that is **the green, digital, creative, hospitality and health sectors**.<sup>1</sup> The researchers carried out an evidence review and conducted interviews with Londoners and employers to understand the nature and causes of underrepresentation in key parts of the London labour market in order to help tackle persistent inequalities. The research is designed to share critical insights with key stakeholders within the Mayor's Academy program.<sup>2</sup> This briefing provides a summary of the key themes of the research that are relevant to the green industry. This includes:

- The workforce demographics of your industry
- The specific barriers to entry and progression within your industry for underrepresented groups.

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<sup>1</sup> Workforce Integration Network (WIN) Skills Academy Workforce Analysis Project; *Lesley Giles, Paul Sissons, Heather Carey, Miguel Subosa and Becci Newton*

<sup>2</sup> The **Mayor's Academy programme** will provide support to employers to ensure groups underrepresented in the labour market are supported through measures to promote workforce diversity and inclusion, including in terms of recruitment, retention and progression. In doing so the programme plans to build on the work of the **GLA's Workforce Integration Network (WIN)** by engaging directly with employers to tackle barriers and support them in building more inclusive workforces

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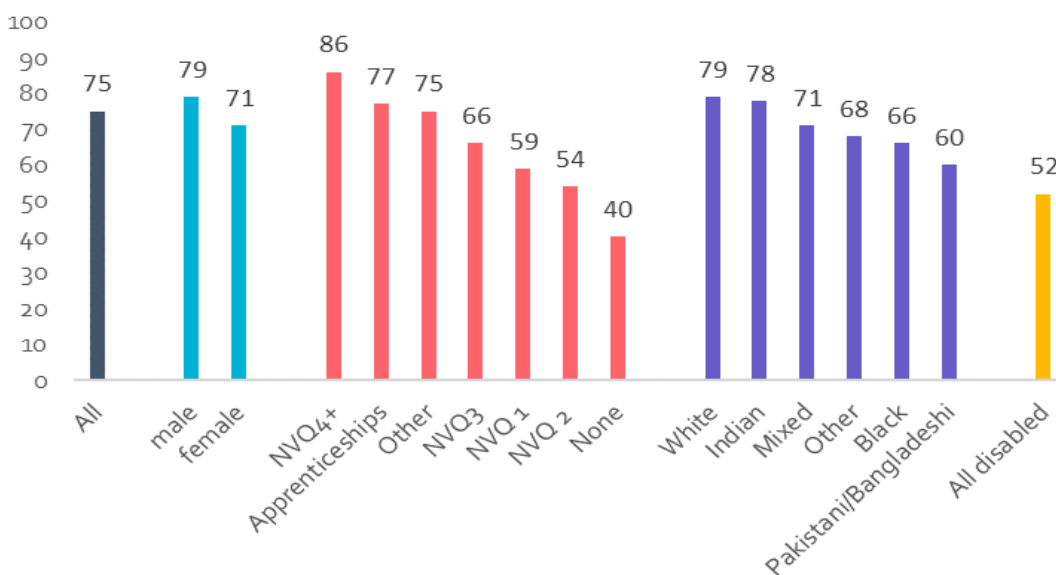
See: [Employer insights into diversity and inclusion](#), an accompanying document to this briefing which contains insights about the business practices that are making a difference to diversity and inclusion in London's priority sectors.

### What are the current challenges to achieving diversity within London’s Labour market?

There are a number of **deep rooted and persistent diversity challenges** that exist within the current labour market in London.

- **Employment rates differ significantly** by parental status, qualification and skills level, ethnicity, gender, age, disability and between local areas for example – see Figure 1 below
- There are significant **imbalances in education and skills** levels across the population
- Inequalities are also evident in **access to training**. Younger people, ethnic minorities and women are most likely to report a lack of resources to invest in their own development.
- There are concerns about **levels of good work**, with signs of falling job quality in the last decade as the London economy moves towards more atypical working practices.

**Figure 1: Working age (16-64) Employment Rates (%) for select groups in London**



Source: GLA (2022) Local Skills Report

### Key stats

- ❖ There is wide variation in education attainment across the working population: with **around one in eight (13%) London residents aged 25-64 having low or no qualifications**, including **one in four of those from Bangladeshi backgrounds, and more than half of all disabled Londoners**.
- ❖ Training measures appear to be declining compared to the past, at a time when we need to see the reverse to keep up with labour market changes. For instance, **in the last 12 months to June 2021 only 17% of working age Londoners were in receipt of job-related training in the last 13 weeks, a fall from 20% since 2004** (GLA economics 2022)<sup>3</sup>.
- ❖ Precarious forms of working<sup>4</sup>, higher turnover and low pay disproportionately affect certain groups. These above issues are compounded by wages struggling to keep pace with the rising costs of living in London, as such **the proportion of people in poverty has risen to be the highest of any UK region and significant pay gaps are evident by gender, ethnicity, disability and spatially**.

## Labour Market context

The pandemic disproportionately impacted London's labour market relative to other regions in the UK. While London's unemployment rate has consistently been above the UK rate, there has been a marked recovery since the pandemic's peak. London's unemployment rate of 4.2% in the three months to September 2022, is at the joint lowest level since the series started in 1992.

However, headline labour market measures also conceal major inequalities. Despite improvements, there are still large differences in outcomes for residents from different ethnic backgrounds; nearly one in twelve Black Londoners (8.5%) were unemployed in the period April 2021 to March 2022, nearly double the rate for their White counterparts (4.5%).<sup>5</sup>

Employment rates are also below average for disabled Londoners as well as for (female) parents and for Londoners with no or low qualifications. London's youth unemployment rate was higher than in any other UK region in 2021, while the rate of labour force

<sup>3</sup> GLA (2022) [Local Skills Report](#).

<sup>4</sup> Precarious forms of working refer to zero-hour contracts and temporary work.

<sup>5</sup> Annual Population Survey (APS) data Apr 2021-Mar 2022, persons aged 16+

participation (economic activity) among Londoners aged 50 and older has declined in the last year.

### What are the common barriers inhibiting diversity in the growth sectors?

The research highlighted several commonalities around diversity and inclusion issues across the green, health, creative digital and hospitality sectors (see figure 2 below). However, there are also some sector specific issues relating to the different characteristics of the sectors, occupational labour markets, skills requirements and progression pathways (see Green section below). To fully address these issues will require a combination of cross-cutting and sector-specific targeting

The research established how factors build and/or evolve throughout people’s lives. This aligns with the “life-stage approach” taken in wider research. So, in essence it has found that factors start early in life; continue further into education; inhibit transitions into work; and finally undermine opportunities for in-work advancement and progression to more senior and/or experienced roles later in an individual’s career.

For information on how employers are addressing issues across the life stage (see appendix 1: [Employer Insights into Diversity and Inclusion](#))

Figure 2: The barriers inhibiting diversity across the growth sectors in London

Life stage	Causes		
Early life career aspirations	Cultural & societal norms	Transitions into work	Informal recruitment
	Lack of role models		Informal networks
	Poor careers advice & guidance		Focus on formal qualifications
			Unconscious bias
			Limited entry routes
Education and training foundations	Uneven progression through traditional education routes to HE	In-work progression	Non-inclusive working practices
	Weaker technical education options eg apprenticeships		Poor management
	Limits to work experience & work readiness		Lack of role models
			Non-inclusive culture

- **Early life:** Cultural and societal norms and personal biases from networks, friends and family and Role models were critical influencers. Restricted access to inspiring and impartial careers advice and guidance was another key limiting factor
- **Education foundations:** Opportunities in growth careers will be constrained where individuals lack the basic platform of skills and qualifications for further study and work. Uneven progression through traditional routes to higher education and weaker alternative technical education routes such as apprenticeships are a key factor for some.
- **Into work transitions:** Informal recruitment and working practices operating through closed and informal networks, especially amongst smaller businesses, bring a greater risk of unconscious bias and constrain the reach of work opportunities to diverse groups.
- **In-work progression:** non-inclusive working practices, poor management and a lack of supportive role models, create an organisational culture where individuals do not feel supported and can continuously develop and progress

## Deep Dive: Green (Construction) sector<sup>6</sup>

### *Sub-sector(s) of focus and suggested key occupations*

The green sector is rapidly evolving and, much like the digital sector, cuts across many industries and skills. Due to limitations in the available data on green economy, this paper uses **construction as a proxy for the green economy and will focus on specifically diversity within the green construction industry.**

### Key stats on Green Sector

- ❖ In London, the **transport & storage, agriculture and construction sectors** are predicted to undergo the most dramatic changes to meet the Mayor's net-zero target by 2030.<sup>7</sup>
- ❖ A study by (Edgar et al, forthcoming) estimates there to be some **234,300 green jobs in the capital in 2020, representing 4.4 per cent of total employment in London.**<sup>8</sup> (see appendix 2). According to this study, there are three sectors which represent more than eight in ten (82 per cent) of total London green jobs. These are:
  - Green finance (50,700), representing 22 per cent of total green jobs in London.
  - Homes and buildings (58,200), representing 25 per cent of total green jobs in London.
  - Power (82,900), representing 35 per cent of total green jobs in London.
- ❖ The Green economy has also demonstrated a stronger average growth trajectory than jobs overall, which also highlights its future potential. Indeed, occupations affected by greening recorded a relatively strong increase in jobs since 2015 (increasing by 4.1% per year on average, with non-green jobs increasing by only 0.6% per year

<sup>6</sup> The Green Economy sector uses Section F of the SIC07 classification (Construction) as an imperfect proxy. The Green Economy does not map in a straightforward way onto the SIC classification of activities. The economy has evolved markedly since the last SIC classification of activity, and the classification does not capture adequately the current structure of the economy.

<sup>7</sup> The Mayor of London has set out his ambition for London to be net zero carbon by 2030 and commissioned analysis on routes to achieving this. See: [Pathways to net zero carbon by 2030](#)

<sup>8</sup> WPI economics, 2021, [Green Jobs and Skills in London](#)

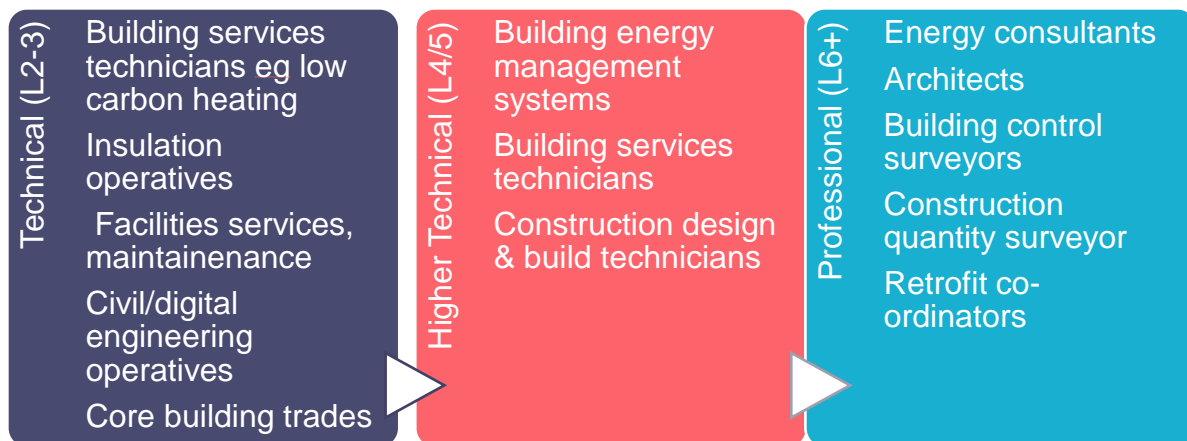
## What are the career opportunities in the Green industry in London’s Labour market?

There are four sectors<sup>9</sup> which are estimated to represent nearly nine in ten (88%) of all London green jobs currently: **Green finance (50,700)**, accounting for 22% of total green jobs in London; **Homes and buildings (58,200)**, accounting for 25%; **Power (82,900)**, accounting for 35%, and **low carbon transport (13,700)** accounting for 4%. Furthermore, future growth potential is also forecast to be considerable in these four sectors by 2050<sup>10</sup>

This aligns well with wider research within London which also indicates high and rising demands for technical green roles within sectors such as electricity and gas (i.e., power), civil engineering and different areas of construction. Taken together this points to **growing demands in London, in green construction**, upgrading the infrastructure towards a low carbon focus, especially ensuring new build meets new environmental standards, repairing and retrofitting the existing built environment, and upgrading the energy and transport system to enhance energy efficiency and lower emissions.

In turn, this highlights considerable upskilling needs across many construction roles, not least amongst **designers, surveyors, builders & installers for low-carbon solutions in heating (e.g., heat pumps), skilled trades, energy efficiency, ventilation and thermal comfort and transport such as electric vehicle charging.**

Figure 1: Employment Opportunity Pathway – career examples within the green (construction) sector



Source: based on the IFATE occupational maps and the SOC framework

<sup>9</sup> For more information on the four sectors and those outside Green (construction) please see pages 41-46 of Workforce Diversity report.

<sup>10</sup> Green finance (387,000), representing 37% of total green jobs in London; Power (232,500), representing 22%; Homes and Buildings (151,700), representing 15%; and Low Carbon Transport (147,200), representing 14%

A closer examination of some of the technical green roles and career pathways such as those developed by the Institute for Apprenticeships and Technical Education (IFATE) provides further insights into the growth employment opportunities, currently and in future. The green/net zero construction roles in highest demand in London cover the following areas:

- **Pre-construction:** This covers a number of areas including: Surveying skills to assess the current built environment condition and any requirements for repair; Design skills for the design and specification of upgrade solutions; planning to put activities into action; and energy efficiency monitoring & evaluation skills to highlight the emission/environmental benefits.
- **Construction:** covers on and off-site building works (i.e., including modern platform/modular methods). This involves: general repair and maintenance as an essential first step prior to retrofit measures, including understanding of suitable approaches on traditional buildings; project management for the supervision of the retrofit programme of existing built environment and management of risk; net zero new build & infrastructure (e.g., tradespeople to implement measures, such as draft proofing, low carbon insulation & heating and power such as replacing gas boilers with a heat pumps).
- **Building services, engineering and post construction:** This captures aspects of: building maintenance skills, facilities management & the servicing of buildings; and building performance evaluation skills to test and assure the performance of the retrofit and enhance energy efficiency

## How diverse is the Green (construction) industry in London?

Green jobs are predominantly undertaken by men, with **women, people from ethnic minorities and with disabilities still underrepresented across the sector. Indeed 73% of green jobs were held by men, 74% are from a White ethnic background and only 9% identify as disabled** (GLA Economics 2022). While the share of jobs held by women increases to one-third (33%) in the green new and emerging jobs<sup>11</sup> and is lower in more traditional areas such as skilled trades in green construction for example, this pattern is not replicated for those from different ethnic backgrounds. The ethnic mix of the workforce is limited across green jobs as a whole.

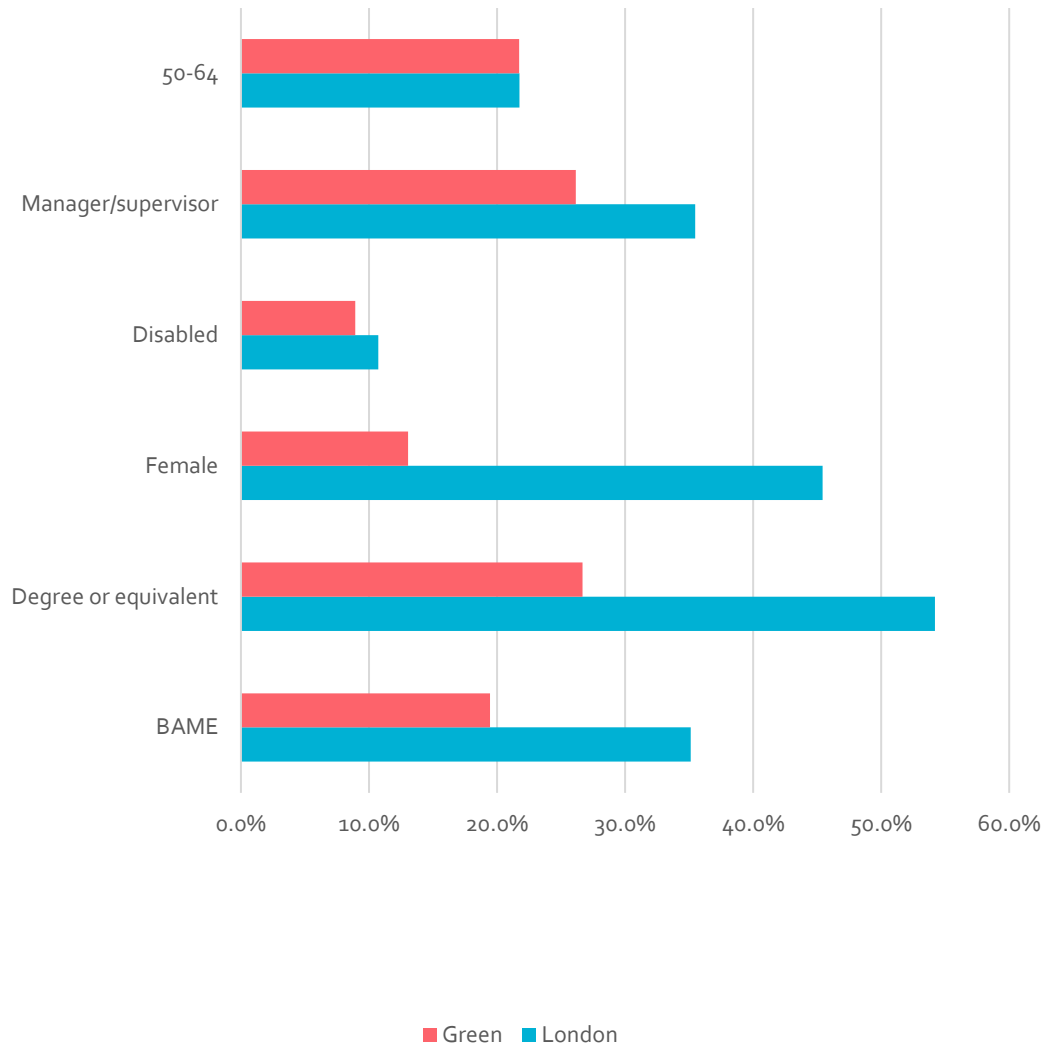
The workforce is ageing relative to the economy as a whole, and there are concerns that not enough young entrants are being attracted, with around 23% of green job holders aged between 16 and 29 years in 2017-19 (GLA Economics). But there is considerable variation within sub-sectors. **So, construction only has 4% of its workforce in London aged under 25 compared to an all-industry average across the UK of 11%.** Furthermore, the majority of the workforce assumes quite traditional working patterns, with **89% in green roles working full-time and 94% on permanent contracts**, which undoubtedly also has implications for its composition.

Whilst there are limits to the available data on the share of the green workforce with disabilities, if the wider construction sector is taken as a broad proxy, then this suggests **numbers of disabled workers are low (for example the share of disabled workers is around 8.9% for construction compared to 10.7% for the London workforce as a whole).** Despite limits to data, existing research on progression suggests that **women, people from ethnic minorities and with disabilities** are still inhibited in advancing in their careers and therefore are underrepresented in leadership and senior roles.

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<sup>11</sup> See appendix 2.1 below

Figure 2: A snapshot of diversity by Green (construction) sector <sup>12</sup>



Source: GLA analysis 2021

<sup>12</sup>Data from the [Annual Population Survey](#) 3 years pooled dataset covering January 2017-December 2019 to look at the characteristics of workers in particular industry sectors in London; Each sector of interest in London was compared against London overall, using as the benchmark 'Londoners aged 16+ who are in employment.

**Table 1: Green sector compared to London as a whole<sup>13</sup>**

Getting in – underrepresented groups:	Getting on - groups underrepresented at managerial level:
Ethnicity: Asian, Black Gender: Women NS-SEC: High social class Qualification level: degree level or above Nationality: British national, UK born Education degree level or above	Ethnicity: Asian, Black Gender: Women NS-SEC: High social class Qualification level: degree level or above Nationality: British national Education degree level or above

In addition to the initial insight above, further intersectional analysis<sup>14</sup> was undertaken by looking within ethnic group- specifically Black and Asian Londoners- to determine any disparities in how these groups specifically experience the labour market.

In the Green Construction sector Black and Asian Londoners are underrepresented. The following intersectional groups emerge as most disproportionately underrepresented:

- **Black females**
- **Asian females**
- **Black, professional occupations (high social class)<sup>15</sup>**
- **Asian, professional occupations (high social class)**
- **Black, below degree-level educated**
- **Asian, below degree-level educated**

In the Construction sector there is a lower proportion of **higher managerial, administrative and professional occupations** compared with London overall. However, **Black Londoners are the ethnic group most likely to not be working in higher managerial, administrative and professional occupations in this sector.** This pattern is mirrored when looking at Black Londoners working in all sectors in London. Asian Londoners are the **ethnic group most likely to be working in higher managerial,**

<sup>13</sup> The Green sector in London was compared against London overall, using as the benchmark 'Londoners aged 16+ who are in employment.

<sup>14</sup> WIN takes an **intersectional approach** to diversity and inclusion by examining how ethnicity interacts with other factors such as age, gender, education and class in shaping people's experiences with work.

<sup>15</sup> The [National Statistics Socio-economic classification \(NS-SEC\)](#) is an occupationally based socio-economic classification. Though it does provide a measure of socio-economic differences, it should not be confused with other [measures of socio-economic background](#) like 'type of secondary school attended', 'parents' qualifications', 'parents' occupations' and 'eligibility for Free School Meals during school years'. Only NS-SEC is available from the survey where the workforce diversity information is obtained, so is used as an imperfect proxy

**administrative, and professional occupations in this sector, although still underrepresented compared to London overall.**

For more information, please see priority groups briefing [here](#).

### **What are the key barriers to entry and progression in the Green (construction) industry?<sup>16 17</sup>**

In sectors such as the construction industry individuals were shown to be influenced heavily by their networks, often drawing from their career, work experience, aspirations, knowledge and guidance. This often served to reinforce long standing barriers in access for diverse groups.

As one employer said *“you work in construction because your father did, your grandfather did, following generations of white male construction workers before that.”* This highlighted the critical influence of role models in your early years and their perceptions of employment opportunities no matter how dated or inaccurate. It also serves to partly explain why diverse groups may not be accessing work in the industry, through a combination of the following:

- Lack of diverse workforce – this is likely to inhibit the attractiveness of the sector to more diverse groups, suggesting a less supportive and inclusive culture.
- Lack of visible role models present in the sector and through personal networks in early life meaning many may not feel the sector is a place for them.
- Recruitment being influenced by a dominant white male culture, including the use of informal recruitment practices known to be pervasive in the construction industry<sup>18</sup>.

These issues will need to be addressed in order to see an increase in representation of diverse groups entering the sector.

In addition, the requirements for many specialised and highly skilled roles, is raising significant barriers to entry. The research identified that those who held degrees in the green sectors found their lack of practical industry exposure made it difficult for them to compete with more experienced candidates.

Employers, identified the pressures to recruit more highly skilled and experienced staff:

*“There are shortages of skills, and experience, especially now, with things like Brexit as well. It's more difficult for us to look for candidates. It's very difficult for us to find talent in general and when you find it, what is difficult is to have a diverse pool of candidates where you can choose from... This is a very fast paced industry. The things that we struggle to*

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<sup>16</sup> Please see further Green sector source report for further info on barriers

<sup>17</sup> Further case studies available at **Workforce Integration Network (WIN) Skills Academy Workforce Analysis Project (pages 38-66)**

<sup>18</sup> CITB, [Rethinking Recruitment](#), 2020

*recruit, ...are new areas of construction like BIM, digital construction. This is very much the future, or I mean, it's very much the present, but we need more people to come into these areas. We look for all kinds of positions like engineers, quantity surveyors, project management, business admin, even environmental ...for example.... We've started to take on a lot of apprentices and this is something that we didn't do before. We are finding out that apprenticeship schemes are very good to get people from the beginning and develop them in house...Perhaps we are not ready to take on full employment opportunities when the candidates are not 100%."*

### **(Employer Green Construction)**

In response, individuals, looking for employment, highlighted the need for wider access to work placements and industry exposure during formal education alongside development programmes to broaden their career prospects. As such developments in technical education such as apprenticeships were supported.

In the construction sector there were several issues which inhibited progression for certain groups. It was noted that a lack of female representation at the most senior levels was creating a persistent glass ceiling. A Women in Construction report<sup>19</sup> found that there was an £11,000 gap between earnings by men and women working in similar roles in construction.

There were also challenges regarding organisational culture which were driven by several factors. Firstly, in one incident it was highlighted that a non-supportive environment led to one female interviewee being discouraged for applying for a more senior role. She recounted times when she had called out being overlooked and reported subsequently being deemed 'aggressive' and 'rebellious' by her male colleagues **(see case study 1)**.

Secondly, poor practices around inclusivity in the workplace have been found to inhibit opportunities for diverse groups. For example, diverse groups are often known to be excluded from vital networks which are important in accessing intelligence about how to get on and to secure the right development. A recent study in the construction industry reported that of those black people who managed to obtain construction jobs, more than three quarters claimed they had experienced career restrictions due to their race or other demographic factors such as sexuality and age (Jarvis 2020).

Thirdly, a common issue cited across all five growth sectors, including the construction industry, was the lack of flexibility for those with children. This challenge deeply affected women's career trajectory in the industry. Some women characterised their progression as a rush to climb as high as possible in their career before taking parental leave; this would place them in a better job-seeking position on their return to work **(see case study 2)**

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<sup>19</sup> Women into construction, 2018, [Changing the face of construction](#)

In addition, upon returning to the workforce, many mothers reported not feeling supported by their employer. In general, mothers across all five priority sectors, reported negative experiences with employers, with regards to childcare: employers offered little flexibility to for example, adjust working patterns.

**Please see [Green sector source](#) report for further information on barriers and initiatives to tackle underrepresentation.**

## Research insights

### Case study 1: Organisational culture

Sheila has worked in a variety of roles within the green sector and progressed from an entry-level role to a senior management position. She applied for a Retrofit Coordinator role within her company and was immediately told she would not be successful as ‘it’s a man’s job’ and that she would not have the necessary authority to manage male colleagues. Despite this discouragement, Sheila applied and secured the position.

In her new role, many of her colleagues were male. They would often socialise outside of work without inviting her. Sheila spoke out against the exclusion and immediately developed a reputation for being aggressive towards male counterparts.

As an ethnic minority and migrant worker, she felt that she had to ‘work twice as hard and be five times as smart’ as her peers, who were predominantly white men, to be recognised. She reported how with the support of mentors who would regularly alert her to relevant professional development opportunities she was able to overcome these obstacles.

**Sheila, project officer in sustainable energy - individual**

### Case study 2: Inflexible working arrangements

Eve knew from a very young age what she wanted to do in her career. She completed her undergraduate and postgraduate degrees in architecture from a London university, which she supplemented by a final qualifying year and a total of three years in industry placements. She has remained with the same company with which she completed her first two years of industry placement.

She remarked that women who choose to have children tended to leave the architecture roles due to employers’ lack of flexibility and understanding of the increased pressures of childcare. According to her, the long working days that characterise working as an architect are not conducive to the needs of parents.

As a consequence, mothers working in architecture feel pressure to swiftly climb the corporate ladder before starting a family. Eve felt that this inflexibility might be due to architecture being male-dominated and tailored to men’s needs. She described how, as a result of this inflexibility, a lot of female architects retrain after parental leave to enter the teaching profession, which allows for more flexible and manageable working arrangements.

**Eve, green architect - individual**

### **Further information**

This briefing was produced utilising information from the research conducted by Work advance and Institute of Employment Studies. The briefing highlights areas where you can seek further information. For further information please see the following:

- Workforce Integration and Inclusion in London's growth sectors; analysis project for the Workforce Integration Network and Skills academy's team; *Lesley Giles, Paul Sissons, Heather Carey, Miguel Subosa and Becci Newton*
- Source evidence report, Underrepresentation in Green Careers, *Institute of Employment Studies*

## Appendix 2: Green Construction data

Figure 1: Volume of green jobs in London in 2020

Sector	Definition	Number of jobs	% of total employment
Climate adaptation	Including flood defences, retrofitting of buildings to be resilient to extreme weather/climate events, nature-based solutions to reduce climate impacts and civil and mechanical engineering for infrastructure adaptation	2,500	0.05%
Climate change research and development	Including private sector, academic and public research	3,700	0.10%
Climate change strategy, policy, monitoring and planning	Including public, private and NGO sector strategy and policy, outreach to citizen's environmental monitoring and use of planning system to achieve net zero	4,100	0.10%
Green and blue infrastructure	Within a London context this will focus on urban green infrastructure and include activity aimed at increasing biodiversity or through off-setting	1,600	0.03%
Green finance	Structured financial activity that's been created to ensure a better environmental outcome	50,700	0.90%
Homes and buildings	Retrofit, building new energy-efficient homes, heat pumps, smart devices and controls, heat networks and hydrogen boilers	58,200	1.10%
Industrial decarbonisation, hydrogen and carbon capture	Including hydrogen production and industrial use, carbon capture, utilisation & storage (CCUS) and industrial decarbonisation	900	0.02%
Low carbon transport	Low or zero emission vehicles, aviation and maritime, rail, public transport and walking or cycling	13,700	0.30%
Power	Including renewables (such as wind, solar, and hydropower), nuclear power, grid infrastructure, energy storage and smart systems technology	82,900	1.50%
Reduce, reuse, recycle	Waste management and circular economy	14,500	0.30%
Reducing localised pollution	Reduction of air pollution, water pollution and noise; London has ambitious goals across all three of these areas	1,600	0.03%
<b>Total</b>		<b>234,300</b>	<b>4.40%</b>

**Source: WPI Economics calculations based on data supplied by Matrix on their Low Carbon Environmental Goods and Services methodology and The Data City, and ONS Business Register and Employment Survey for total employment by sub-region**

## Appendix 2.1: Examples of changes in green employment

Green category	Examples of SOC 2010 occupations	Examples of green-related jobs
<b>Green increased demand</b>	Construction operatives n.e.c Carpenters and joiners Bus and coach drivers	Insulation installers Construction carpenters Bus drivers
<b>Green enhanced skills</b>	Plumbers and heating and ventilating engineers Vehicle technicians, mechanics, and electricians Finance and investment analysts and advisers	Renewable energy engineers Electric vehicle mechanics Directors of sustainability
<b>Green new and emerging</b>	Management consultants and analysts Actuaries, economists, and statisticians Marketing associate professionals	Sustainability consultants Environmental economist Green marketers

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