

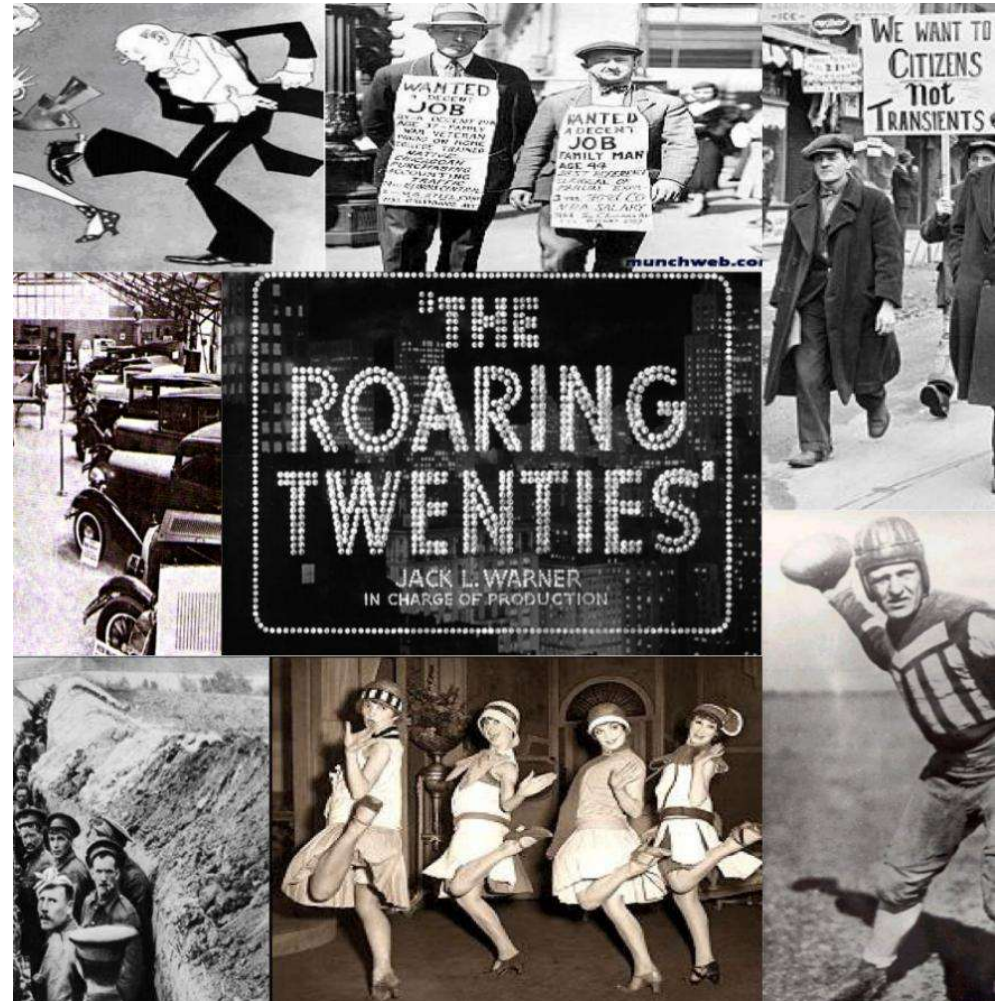
# Closing Europe's Greentech Talent Gaps

**Riccardo Barberis**

Regional President, Northern Europe & France, ManpowerGroup

## A Look Back: The 1920s

- Aftermath of a global pandemic
- Jobs shifting from farming to manufacturing
- Disruptive technology (e.g., automobiles, electricity, radio)
- Political uncertainty
- Economic uncertainty and tariffs



# The Future of Work Today

- Talent scarcity
- Skills gaps
- Workforce challenges
- Future opportunities



Future of Jobs Report 2025

## Disruption to skills

WORLD  
ECONOMIC  
FORUM

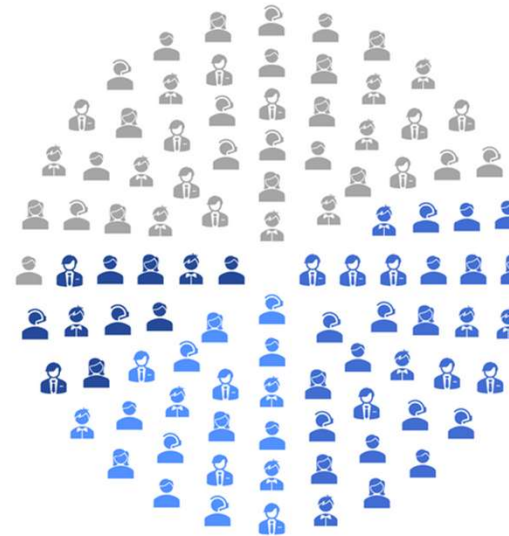
**39%** of workers' core skills will change by 2030



Future of Jobs Report 2025

## If the global workforce were 100 people...

WORLD  
ECONOMIC  
FORUM



**41**

Would not need upskilling by 2030

**29**

Would be upskilled in their current role

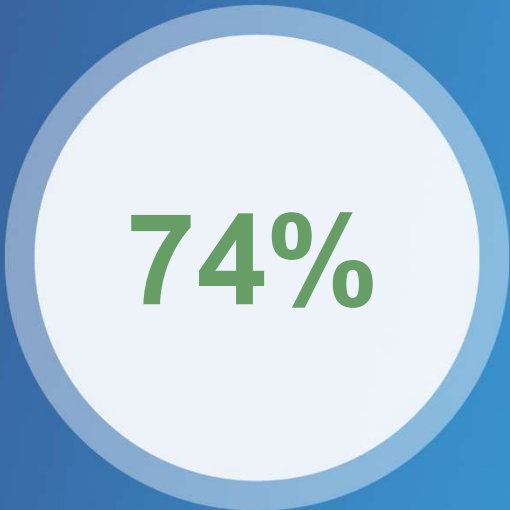
**19**

Would be upskilled and re-deployed

**11**

Would be unlikely to receive the necessary upskilling

## The Current State of Global Talent Scarcity



74%

The infographic features a large white circle with a blue border on a blue background. The percentage '74%' is centered in green. Below the circle, white text explains that most employers are still struggling to find the skilled talent they need.

Most employers say they are still struggling to find the skilled talent they need.



91%

The infographic features a large white circle with a green border on a green background. The percentage '91%' is centered in green. Below the circle, white text explains that more employers say they don't have the skilled talent they need to achieve their ESG targets.

More say they don't have the skilled talent they need to achieve their ESG targets.

## 2030 Projections



**75K**

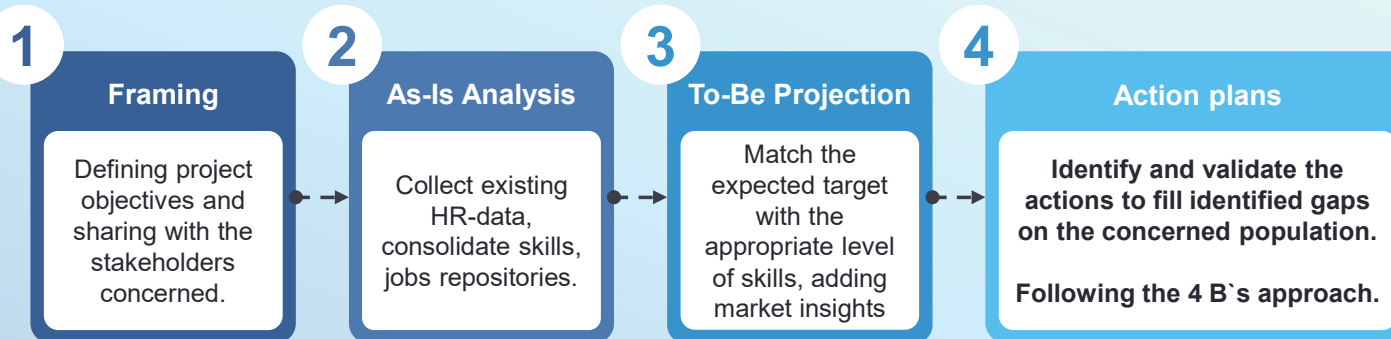
The European semiconductor industry could face a shortage of more than 75,000 skilled workers, especially hardware engineers and technicians.



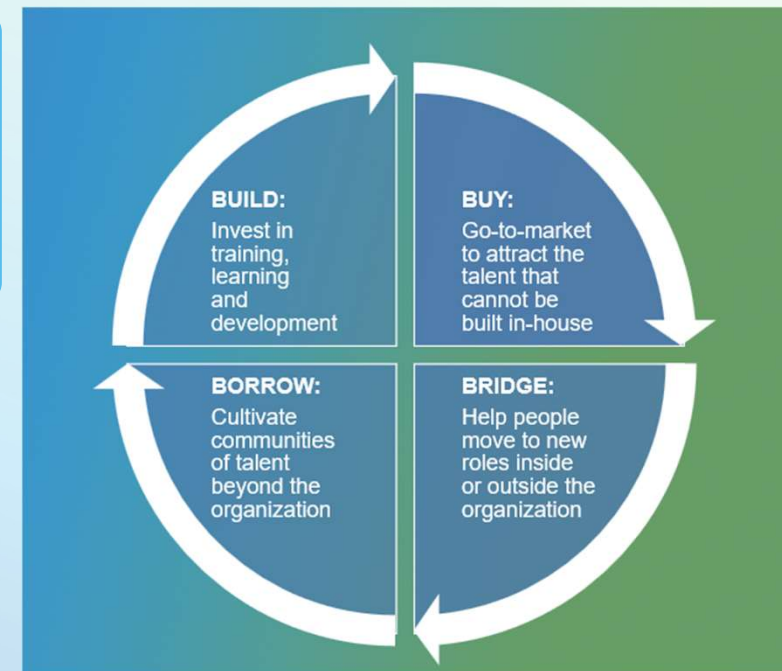
**250K**

As green energy needs grow, the Energy & Utilities sector in Europe will need 250,000 more workers.

# Why Multistakeholder Collaboration Matters & How to Make Skills Strategy Actionable



## From Strategy to Impact: A Four-Phase Roadmap for Workforce Transformation



### Private business

Drive Innovation, Provide Upskilling requirements and Talent Pipeline Solutions

### Industry Associations

Facilitate sector-wide coordination and standards

### Academia

Develop Curriculum & Partner with Business on training models

### Government

Provide policy framework and funding mechanisms

# Rethinking the Future of Human & AI Collaboration



**95%**

Most Generative AI experiments have not yet produced any ROI

# Rethinking the Future of Human & AI Collaboration



**Fully automated**



**Human only**

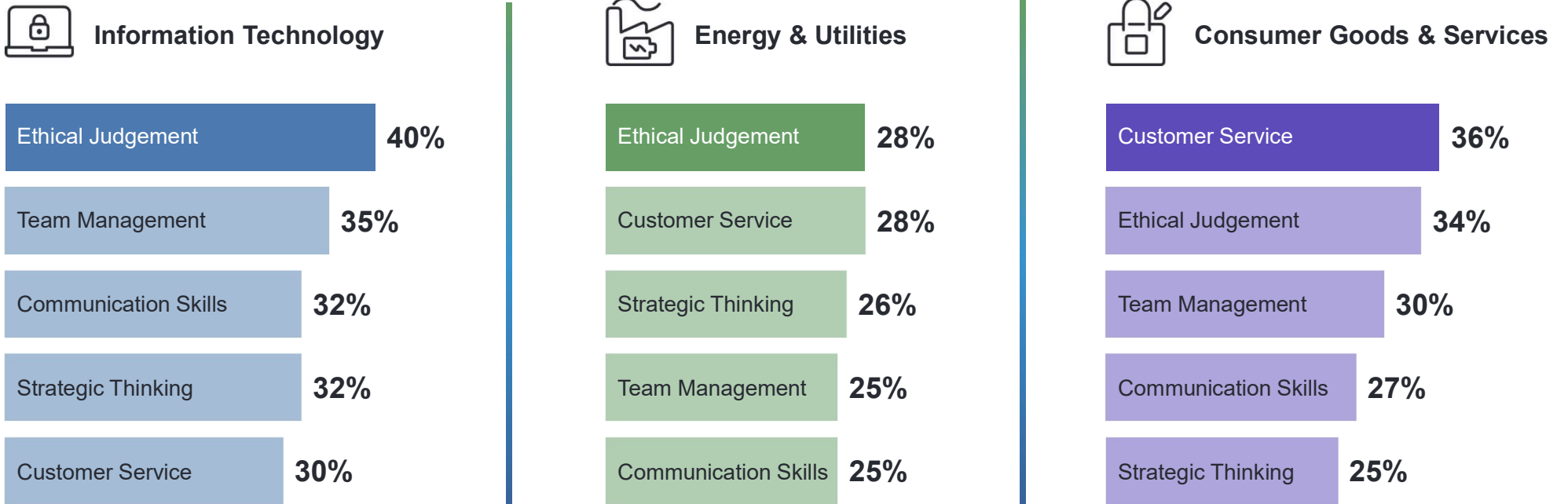


**AI + Human**

Before we can realize AI ROI, we must first re-examine what skills are needed for each task.

# Tech Employers Most Likely to Value Ethical Judgement

Which of the following skills can't be replaced or augmented by AI at your workplace?



## Success story: One of our Global Semiconductor Clients (75 000 Employees & \$53.1B Revenue)



**15-20%**  
Reduced costs

**90 days**  
delivered measurable  
improvements

Positions filled:  
**Manufacturing Techs**  
**Process Engineers**  
**Reliability Engineers**



# Human First, Digital Always





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of Semiconductor Industry Experience!