



Youth perspectives **on climate**

Preparing for a sustainable future

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Thank you to the young
climate leaders who
contributed their
perspectives to this study

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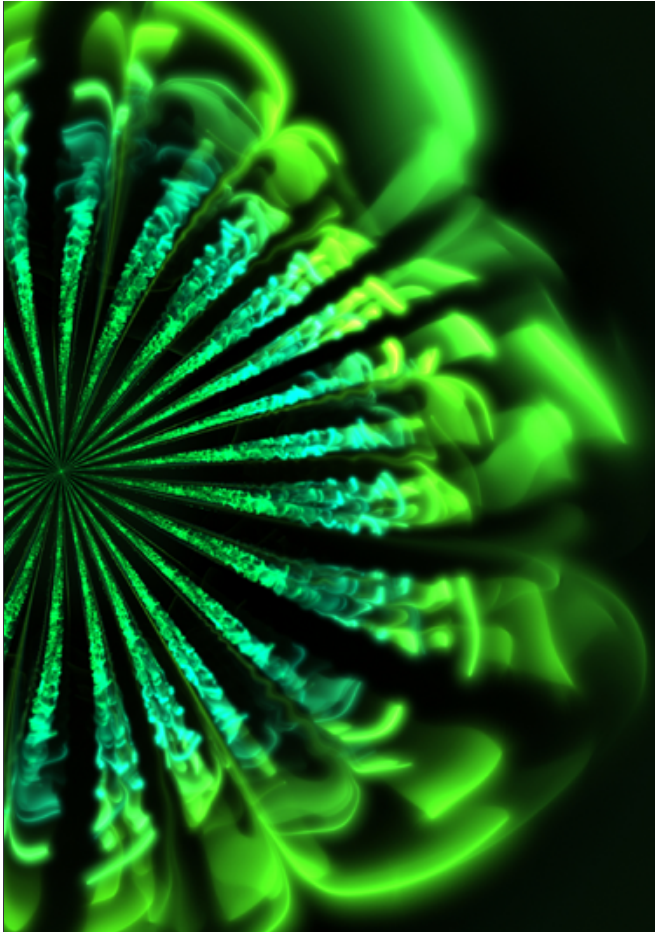
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Who should read this report and why?

This is a report for corporate sustainability and human resources (HR) leaders and policymakers, detailing the global perspectives of youth on climate change. It is intended to inform workforce development and talent hiring and retention strategies. The insights in this report will support policymakers in understanding youth priorities when crafting policy, taking legislative action, and engaging with the public on environmental and sustainability issues.

This report analyzes the findings from a comprehensive survey of 5,100 youth aged 16 to 24 across 21 countries. The majority (83%) of youth surveyed live in the Global South (see definition on page 10). As of 2024, 88% of the global youth population aged 16 to 24 lived in the Global South.¹

For more details, please see the research methodology at the end of the report.

Executive summary

As of 2024, there were over 1.2 billion people aged 16 to 24 in the world, or 15% of the global population.² This generation represents a decisive force for addressing the climate crisis. With climate change accelerating, this generation will be significantly impacted over their lives as children and young people are more vulnerable to climate and environmental shocks than adults.³ The global youth population, therefore, must have a voice in shaping future climate policy. Meaningful collaboration with youth must happen.

This report explores youth perspectives on the climate crisis, their take on “green skilling” and graduating to a green job, and how business and government can collaborate with young people to inspire climate advocacy and activism. Our comprehensive study of 5,100 youth across the Global South and Global North—with 83% of our sample in the Global South—fills a void in the body of research addressing youth and climate change. Our unique insights give voice to youth of differing socio-economic backgrounds and seek to understand their diverse perspectives, but shared future on climate.

Amid climate anxiety, the spirit of youthful hope is still alive

— Our research reveals that 67% of young people globally worry about the impact of climate change, rising to 81% in the US. Despite this anxiety, the natural optimism of youth remains intact. Seventy-two percent of youth in our survey believe there is still time to address the problems caused by climate change.

Youth value green skills but worry they lack them

— Youth see green skills as essential to their future, but many feel they are falling behind. Six in 10 globally believe that gaining green skills will unlock new career opportunities, and over half (53%) are eager to work in green jobs. But only 44% of youth globally feel equipped with the skills needed for today’s green workforce (albeit rising to 54% in the Global North).

Executive summary

Youth want to be part of the solution – Most youth in both the Global North and South believe that business and political leaders must act more decisively to address climate change. Seven in 10 believe that young people should be able to influence environmental policy, but less than half (47%) feel that adults in their communities listen to and consider their views.

We conclude the report with recommendations for policymakers and corporate leaders to partner with young people in driving climate solutions and supporting the development of green skills.

To ensure that legislation is designed in the best interests of the generation it will most impact, **policymakers** must:

- Work alongside youth voices;
- Integrate green skills into education curriculums;
- Democratize access to education and training;
- Align climate goals with youth employment and education strategies.

To build credibility and bonds of trust with their future workforce and consumers, while driving innovation and value, **corporate leaders** must:

- Co-design green job pathways;
- Increase the ratio of youth securing green jobs within their first five years of work;
- Support community-based green skills initiatives;
- Incorporate youth voices into environmental, social, and governance (ESG) and climate strategies;
- Invest in youth-led projects, entrepreneurship, and volunteerism.



“Today’s youth are ready to lead the green transition.

Our research reveals that 53% want green jobs, 70% want to shape climate policy, and 72% believe there’s still time to act. It’s now up to governments and businesses to match their ambition with opportunity, and to build a future where every young person has the skills to drive sustainable change.”

Sarika Naik

Group Chief Corporate Responsibility Officer,
Capgemini

Global South and Global North definitions

Throughout this research, we provide data and insights from youth living in the “Global South” and “Global North.” According to the United Nations Conference on Trade and Development (UNCTAD), the Global South broadly comprises Africa, Latin America and the Caribbean, Asia (excluding Israel, Japan, and South Korea), and Oceania (excluding Australia and New Zealand). It is often characterized as “developing” or “least developed” nations).⁴ The 21 countries included in our sample represent two-thirds (66%) of the 2024 global youth population.⁵

More specifically, according to the World Bank classification of country income class groups,⁶ in our research:

The **Global South** comprises the following low- and middle-income countries:



Bangladesh



Brazil



Egypt



Ethiopia



India



Indonesia



Mexico



Kenya



Nigeria



Pakistan



South Africa



Thailand



Turkey



China

The **Global North** comprises the following high-income countries:



Australia



France



Germany



Japan



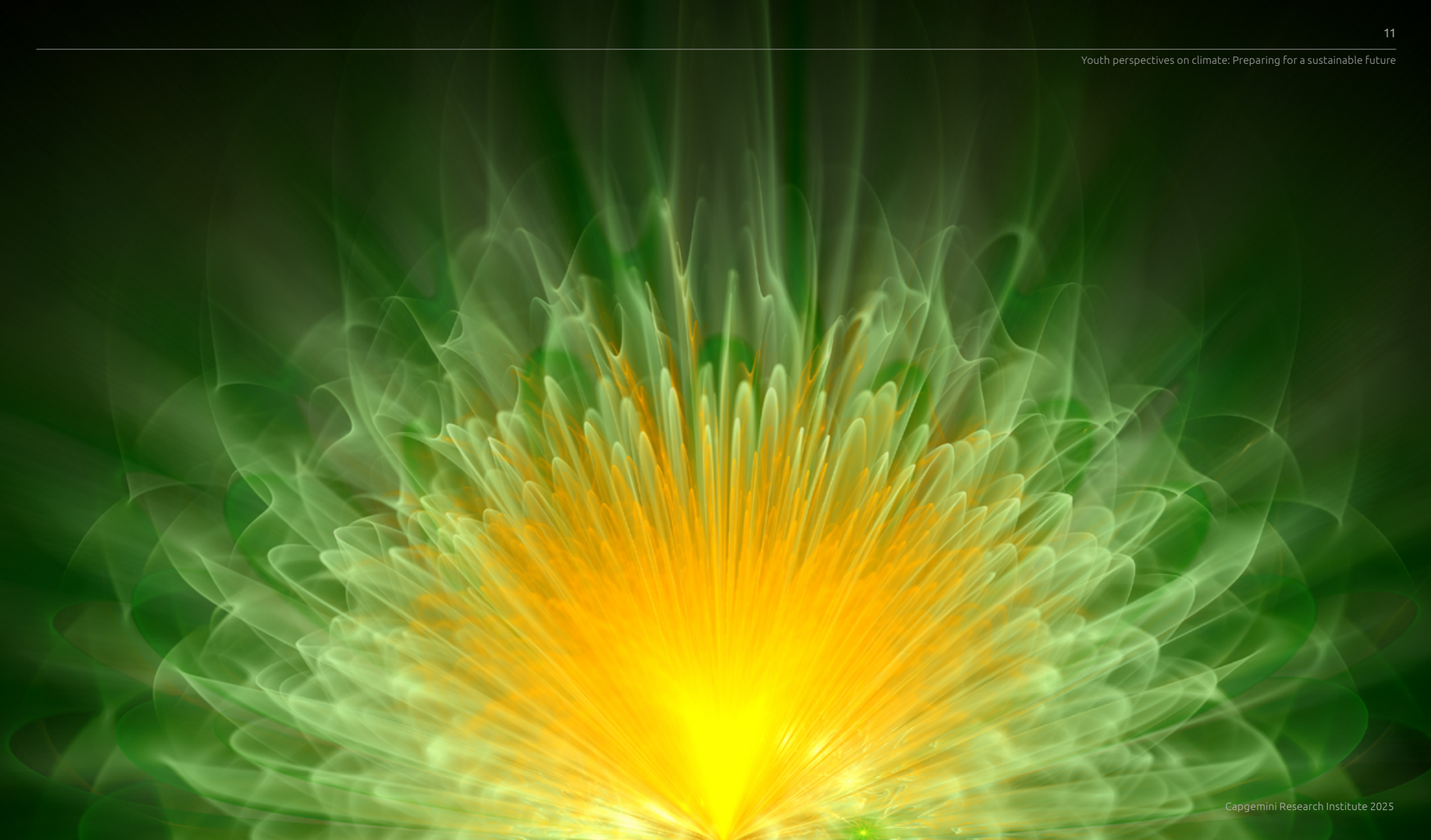
Poland



United Kingdom



United States



01 | Amid climate anxiety, the spirit of youthful hope is still alive

Most youth worry about climate change

Our research reveals that 67% of youth globally say they are worried about how climate change could affect their future, representing an increase since 2023, when a UNICEF USA survey found that 57% of youth globally experienced “eco-anxiety.”⁷

A smaller percentage of youth in the Global South (65%) than their Global North peers (76%) report this high level of anxiety. Possible drivers of these differences include:

- young people in the Global South having to deal with immediate economic or social concerns that prevent them from focusing on climate issues;
- those in the Global South living in an area where exposure to climate change is normalized relative to the Global North;
- or disparate levels of climate education, awareness, and media coverage between the regions.

Nokwanda Ndlovu, a postgraduate student, researcher, and young climate leader in South Africa, shares her concerns: *“In South Africa, we have experienced much flooding and wildfires, which have significantly affected our infrastructure. Farms have either gone dry or been saturated, impacting crop yields and causing regional famine. These experiences have shown me it is critical to address climate change to protect our communities.”*

Climate change anxiety also varies by region. In Turkey, for example, eight in 10 are worried, compared with just over one-third in Bangladesh. In the Global North, eight in 10 youth in the US are worried compared with six in 10 in France (see **Figure 1**). Concern among US youth has been high for some time. A 2023 study found that 85% across all 50 US states, representing the full political spectrum, were concerned about the climate crisis. More than half said their concerns will influence where they live and whether they decide to have children.⁸ The current political climate in the US, with highly unpredictable economic conditions and related rising geopolitical tensions, as well as recent extreme climate events such as the California fires in January 2025, will be driving this anxiety.

There is also a rural-urban divide. Youth living in urban and suburban areas (72%) are more likely to be worried about how climate change will impact their future than their rural peers (58%).

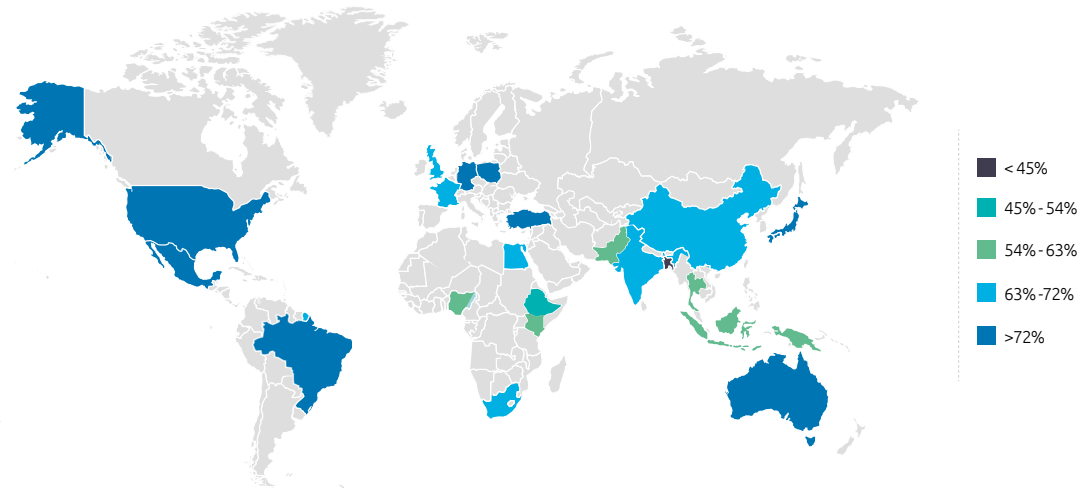


Share of global youth who are worried about climate change.

Figure 1.

67% of youth globally are worried about climate change

Percentage of youth by country who agree with the statement: I'm worried about how climate change could affect my future



Source: Capgemini Research Institute and UNICEF, Youth and green skills survey, February–March 2025, N = 5,100 youth aged 16–24; N = 4,245 youth in the Global South and N = 855 youth in the Global North.

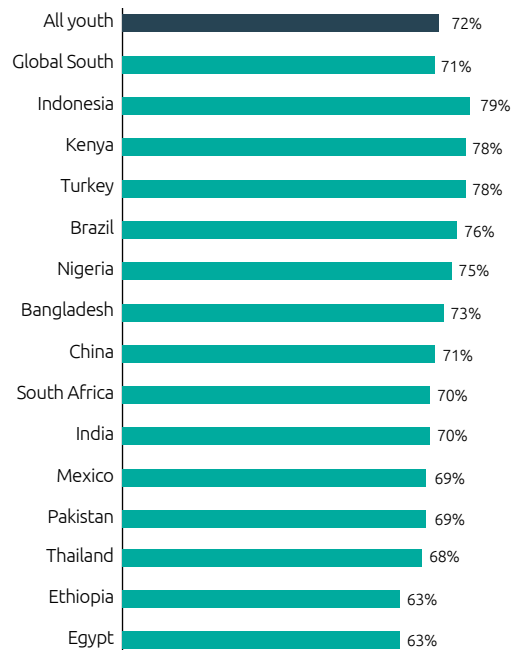
Youthful optimism is still strong

Although young people are worried about climate change, most remain hopeful. Seventy-two percent of youth globally believe there is still time to fix the problems caused by climate change. Our research reveals disparities across both regions. In the Global South, for example, 79% in Indonesia are optimistic, compared with 63% in Egypt. In the Global North, 87% of Australian youth believe there is still time compared with 66% in France (see **Figure 2**). Arielle Kouyoumdjian, a high school student, podcaster, and founder of the Changing Planet Justice Foundation in the US, conveys a message of hope: *“I’ve always said my superpower would be persuasion: rhetoric so powerful that it could unequivocally convince anyone who listened. Climate change and the impending devastation of our planet constantly weigh on me. I want to convince everyone, young and old, that change is possible.”*⁹

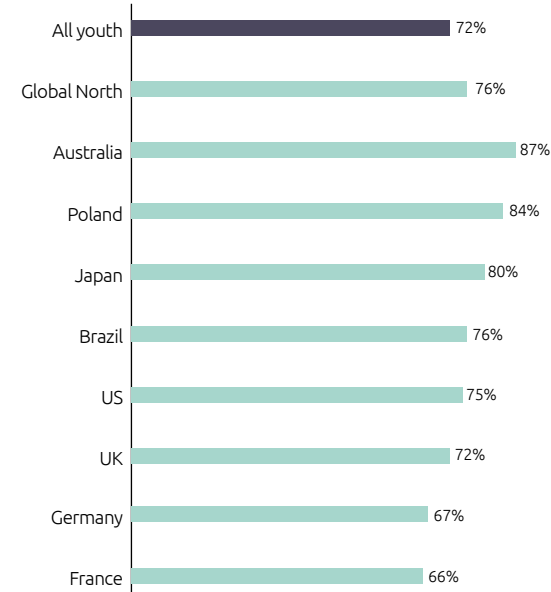
Figure 2.

72% of youth globally believe there is still time to address climate change

Percentage of youth in the Global South who agree with the statement: I believe there is still time to remedy the problems caused by climate change



Percentage of youth in the Global North who agree with the statement: I believe there is still time to remedy the problems caused by climate change



Source: Capgemini Research Institute and UNICEF, Youth and green skills survey, February–March 2025, N = 5,100 youth aged 16–24; N = 4,245 youth in the Global South and N = 855 youth in the Global North.



Discussion with a young activist: Catarina Lorenzo



Catarina Lorenzo is a Brazilian climate activist, professional surfer, and high school student from Salvador, Bahia. She has won international recognition for her environmental advocacy, particularly her involvement in a landmark complaint filed with the United Nations Committee on the Rights of the Child in 2019.

Can you tell us about your early experiences with environmental activism?

My family was actively involved in protecting our local forest. From an early age, I joined protests and helped write letters to government officials. My parents taught me that caring for the environment is also a way of caring for oneself. My experiences as a professional surfer and my indigenous heritage sparked a love of and interest in nature, which have deepened into a lifelong commitment to activism.

Which environmental changes have you observed in your community?

I've noticed significant environmental degradation, including a rise in plastic waste; sewage entering the ocean; and extensive coral bleaching. In my state, which hosts one of Brazil's largest coral reefs, many corals are dying, with few efforts to rehabilitate them. I've seen coral bleaching in the waters where I've swum my whole life. I recall how, at the age of nine, the water and even the sand became unbearably

hot, forcing me to leave. That moment made me more aware of environmental issues. I've also observed dramatic seasonal changes: longer droughts, sudden floods, and severe weather conditions like heatwaves and high tides that damage coastal areas.

How has your involvement with the UN influenced your activism?

My involvement with the UN began when I was 12. I realized my experience with the coral reefs was linked to climate change, driving me to act. Working alongside Greta Thunberg and other young activists on a UN complaint was a transformative experience for me. We addressed the failure of several countries to meet their Paris Agreement commitments, and demanded immediate action.

Source: Capgemini Research Institute interview, March 26, 2025.

Why do you believe green skills are essential for young people?

Green skills are crucial for future employment and sustainability. As we move toward a world where sustainability is non-negotiable, a strong foundation in green skills will benefit both individuals and society. It's important for children to learn these skills early on.

How do you envision the future of environmental activism?

Young people will become increasingly influential. Youth-led movements are already proving they can drive change. As they gain knowledge and experience, their role will grow. By supporting a global perspective with evidence from practical local experience, young activists can inspire their peers and influence policy and societal attitudes toward sustainability.





02

**Youth value green
skills, but worry
they lack them**

In our research, “green skills” were defined as the things young people learn to help our planet and protect the environment. They are skills that help people take care of nature, stop pollution, and use resources wisely.

Most youth believe green skills are the key to a brighter future















Over half (61%) of youth globally agree that developing green skills will offer them new career opportunities. But there are differences across countries. For example, in the Global South, seven in 10 youth in Egypt believe this, compared with just over four in 10 in Pakistan. In the Global North, the highest proportion is in Australia (89%), whereas only 45% among UK youth agree (see **Figure 3**).

Fatma Nur Tosun, a Turkish youth climate envoy, says: *“Transitioning to a green economy at the pace our planet demands requires more than just technical skills – it calls for values-driven, purpose-led competencies. For young people, green jobs represent not just employment, but a chance to lead and innovate for climate action.”*








Figure 3.

61% of youth globally believe that green skills will open up new career opportunities

Percentage of youth in the Global South who agree with the statement: Developing green skills will open up new career opportunities for me

Country	%
All youth	61%
Global South	60%
 Egypt	71%
 Indonesia	68%
 South Africa	68%
 Brazil	66%
 Turkey	65%
 Mexico	65%
 Bangladesh	63%
 Thailand	61%
 India	58%
 China	58%
 Ethiopia	57%
 Nigeria	57%
 Kenya	53%
 Pakistan	43%

Percentage of youth in the Global North who agree with the statement: Developing green skills will open up new career opportunities for me

Country	%
All youth	61%
Global North	65%
 Australia	89%
 Poland	72%
 Germany	67%
 US	64%
 France	63%
 Japan	62%
 UK	45%

Source: Capgemini Research Institute and UNICEF, Youth and green skills survey, February–March 2025, N = 5,100 youth aged 16–24; N = 4,245 youth in the Global South and N = 855 youth in the Global North.

Fifty-four percent of youth globally also believe that environmental volunteering teaches skills that could be useful for a future job, rising to 81% in the Global North. Indeed, 61% of youth globally have volunteered to help the environment (e.g., planting trees, cleaning up litter).

Parents of 16- and 17-year-olds feel even more strongly that their children should develop green skills.

- In our 2023 research into skill requirements among youth in high-income countries, 62% of parents said that their children will need green skills to enter the workforce.¹⁰
- Our current research reveals the percentage of parents in high-income countries who believe their children will require green skills has risen to 76% in 2025.

61%

Share of youth globally who believe gaining green skills will unlock new career opportunities.



Green Rising: Mobilizing millions of young activists

Green Rising, a global movement led by UNICEF Generation Unlimited and public-private youth partners, aims to support 20 million young people in taking grassroots action. Capgemini was among the first private partners to join Green Rising in 2023. Capgemini CEO Aiman Ezzat was appointed to the board of Generation Unlimited in 2024.

Young people are stepping up as pioneers, catalyzers of innovation, and leaders to help their communities cope with extreme climate events. Green Rising equips children and youth with the skills to build a clean and healthy environment. The goal is to create at least 20 million lifelong sustainability champions by 2026. But unequal access to resources and opportunities has led to uneven progress in the green transition.

Three pillars of action:



Volunteerism: Young volunteers engage with a wide variety of environmental issues. Activities range from planting trees and monitoring air pollution levels to conserving water, reducing waste, and recycling.



Advocacy: Young people campaign for change, engaging with bodies from local school boards and district councils all the way to COP28 and the UN.



Skills, jobs, and entrepreneurship: Young people help power the net zero transition, developing green skills via formal or informal training and curriculums, fulfilling roles in the green economy, and launching innovative green ventures.

What youth action looks like:

- In Nigeria, planting 6,900 plants across 55 primary health centers and 94 schools.
- In South Africa, recruiting unemployed youth to operate micro waste-management buy-back centers while providing them with start-up and business training.
- In Brazil, campaigning for the closure of open-air dumps in the semi-arid region and advocating for stricter waste-management practices.
- In India, removing over 15,000 kg of waste from the Ganges.

Source: UNICEF Generation Unlimited, Green Rising website and The Green Rising Concept Note.



"Young people are not just demanding a greener future, they are leading the way with their action, optimism, and resilience. Their energy and lived experiences bring fresh perspectives and solutions that challenge convention and drive innovation."

Dr. Nadi Albino

Deputy Director, Partnerships,
Generation Unlimited, UNICEF

The young want to get their hands dirty

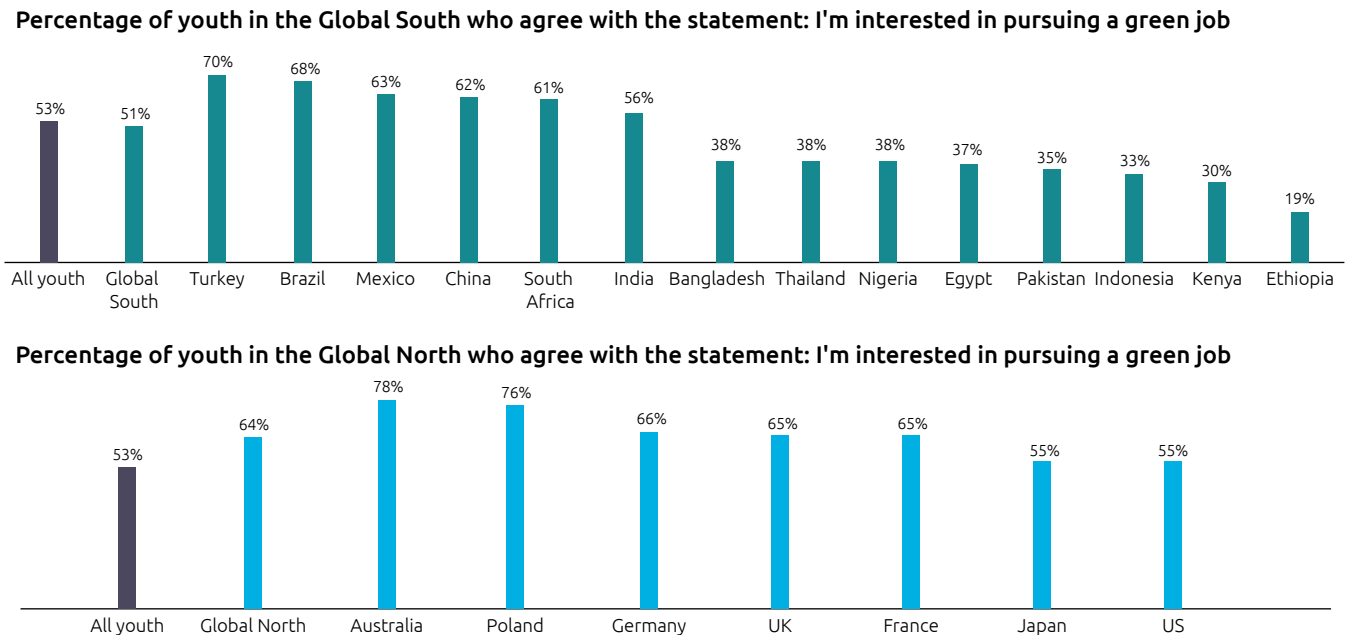
Our research reveals that slightly over half (53%) of youth globally are interested in a green job, – defined in our research as jobs that help the environment – rising to 64% in the Global North (see **Figure 4**). Young people wanting green jobs indicates a motivation to be part of the solution and a desire for careers that match their values. It also creates a workforce pipeline for tackling climate action at scale. In the Global South, there is notable disparity:

- Turkish youth are the most likely to say they want to pursue a green job in the future (70%).
- Ethiopian youth are the least likely to want to pursue a green job (19%).

There is also a rural-urban divide, with less than half (45%) of rural youth interested in pursuing a green job in the future, compared with 58% of urban and suburban youth.

Figure 4.

53% of youth globally are interested in a green job



Source: Capgemini Research Institute and UNICEF, Youth and green skills survey, February–March 2025, N = 5,100 youth aged 16–24; N = 4,245 youth in the Global South and N = 855 youth in the Global North.

Top green jobs of interest to Global South youth:

- Community teaching about the environment (e.g., environmental educator/lawyer) (67%)
- Researching solutions to climate change (e.g., environmental scientist, ecologist) (62%)
- Innovative recycling and waste reduction methods (e.g., waste management specialist, recycling coordinator) (56%)
- Protecting forests and oceans (e.g., forester, park ranger, marine biologist) (47%).

Youth are not equipped with the necessary green skills

Less than half of youth globally (44%) believe they have the green skills necessary to be successful in today's workforce. Compared with other global studies, this share has improved over recent years. A 2022 study found that one in three people (29%) aged 15 to 30 felt competent to contribute to addressing climate change.¹¹ However, the green transition requires a skilled workforce, and the

talent gap will only increase if young people are not equipped with the required skills today.

This percentage differs across regions. In the Global South, for example, around six in 10 Brazilian youth say they are equipped with green skills, while only 5% of Ethiopian youth say the same. In the Global North, Polish youth (78%) are most likely to say they have the required green skills, while German youth are the least likely (41%) (see **Figure 5**).

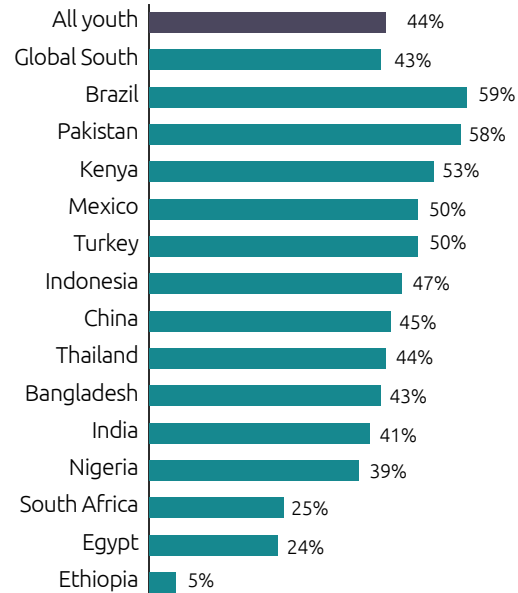
There is also a rural-urban divide. Thirty-eight percent of youth living in rural areas believe they have the necessary green skills, compared with 48% of youth in suburban and urban areas.



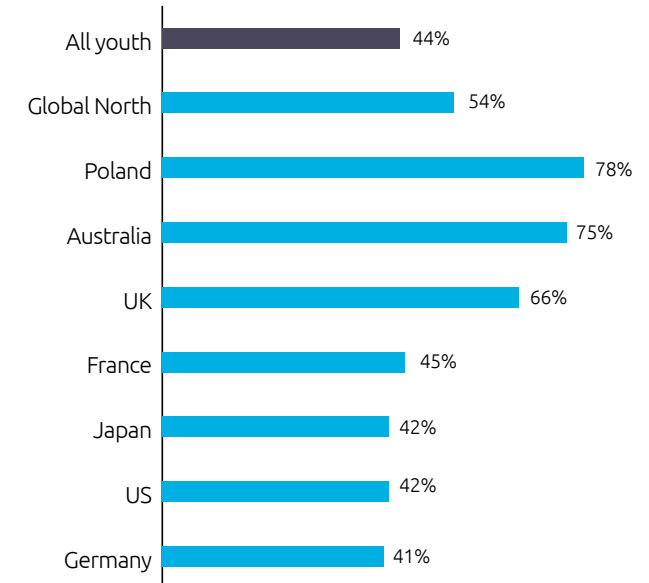
Figure 5.

Less than half of youth globally believe they have the green skills necessary for today's workforce

Percentage of youth in the Global South who agree with the statement: I have the green skills necessary to be successful in today's workforce



Percentage of youth in the Global North who agree with the statement: I have the green skills necessary to be successful in today's workforce



Source: Capgemini Research Institute and UNICEF, Youth and green skills survey, February–March 2025, N = 5,100 youth aged 16–24; N = 4,245 youth in the Global South and N = 855 youth in the Global North.



"Young people are not just the leaders of tomorrow – they are the changemakers of today. Investing in their green skills is not optional. It's essential for building a sustainable and inclusive future."

Lucie Taurines

Global Head of Digital Inclusion,
Capgemini

Global South youth are most knowledgeable about waste reduction and energy and water conservation

We asked Global South youth to self-report their current level of knowledge across 12 hard green skills and 12 soft skills that are critical for sustainability careers. In our research, “green skills” were defined as the things young people learn to help our planet and protect the environment. They are skills that help people take care of nature, stop pollution, and use resources wisely.

In the Global South, seven in 10 youth are knowledgeable about recycling and waste reduction and 65% about energy conservation. Less than one-third of Global South youth are knowledgeable about:

- **Climate technologies** (i.e., technologies used to mitigate and adapt to climate change, such as carbon capture and storage, renewable energy, and climate-modeling tools)
- **Data analysis** (i.e., collecting, analyzing, and interpreting environmental data to make informed decisions about sustainability practices)
- **Sustainable design** (i.e., incorporating sustainability into design principles of buildings and products) (see **Figure 6**).

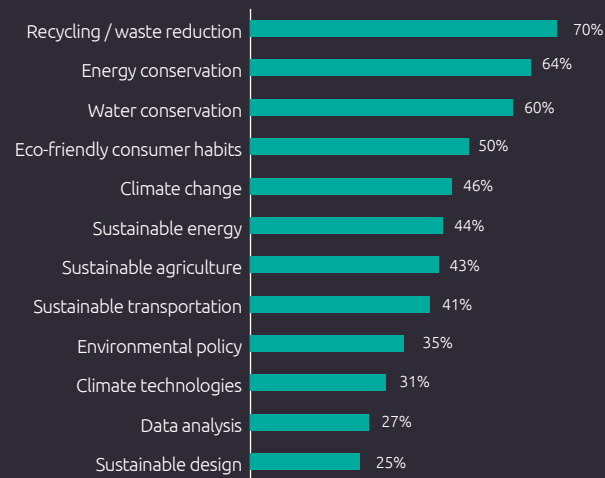


Shibani Padhy, climate activist and youth leader with the National Youth Climate Consortium, part of UNICEF, says: *“Young people must master environmental literacy, waste management, circular economy, sustainable agriculture, water conservation, renewable energy, and community leadership. These skills are vital for building a sustainable future.”*

Figure 6.

Seven in 10 Global South youth are knowledgeable about recycling and waste reduction

Percentage of youth in the Global South who say they are knowledgeable about the green skills listed



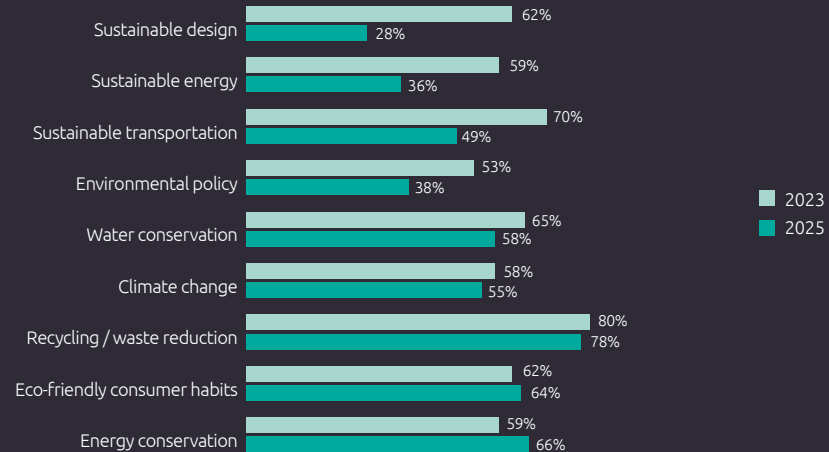
Source: Capgemini Research Institute and UNICEF, Youth and green skills survey, February–March 2025, N = 4,245 youth aged 16–24 in the Global South.

Since our 2023 research, youth in several countries in the Global North have regressed in their knowledge of green skills. Among youth aged 16 to 18 in Australia, France, Germany, Japan, the UK, and the US, recycling and waste reduction remains the most commonly held green skill. But the share of youth knowledgeable about sustainable design, sustainable energy, and sustainable transportation has significantly declined since 2023 (see **Figure 7**).

Figure 7.

A smaller share of Global North youth are knowledgeable about green skills

Percentage of youth aged 16–18 in six Global North countries who say they are knowledgeable about the green skills listed below



Source: Capgemini Research Institute, Digital skills and technology in secondary education survey, February–March 2023; N = 304 secondary school students aged 16–18 in Australia, France, Germany, Japan, the UK, and the US; Capgemini Research Institute and UNICEF, Youth and green skills survey, February–March 2025, N = 192 youth aged 16–18 in Australia, France, Germany, Japan, the UK, and the US.

According to the OECD, environmental sustainability competence demands:

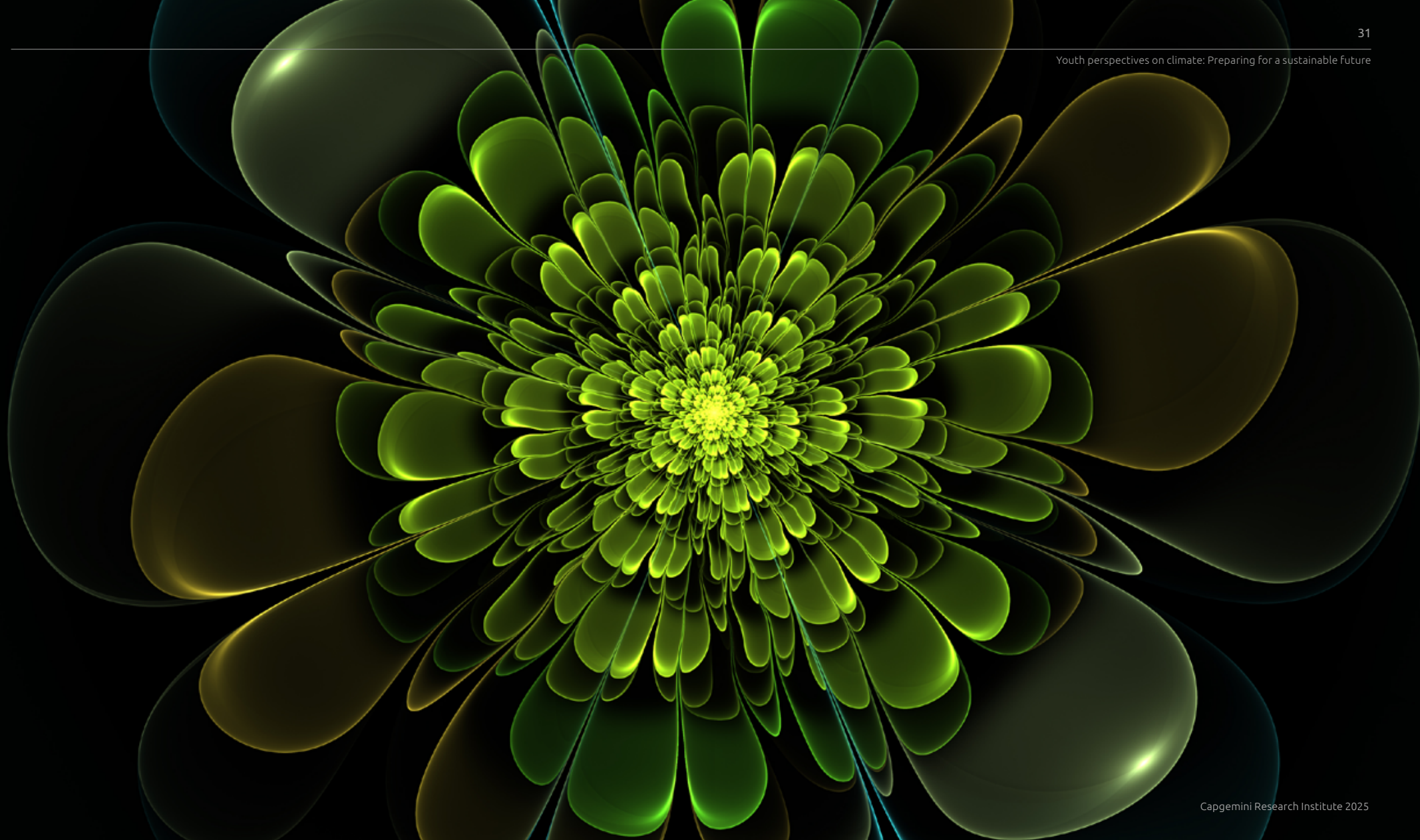
- a strong foundation in science
- an understanding of climate change
- a commitment to protect the environment
- the confidence to explain environmental issues
- the motivation to act sustainably.

However, the 2023 OECD Skills Outlook shows that, across OECD countries, only one in three 15-year-olds demonstrates both emotional and behavioral components, while also achieving basic science proficiency in the Programme for International Student Assessment (PISA) test.¹²



“By equipping young people with green skills today, we are empowering a generation to lead climate action, drive sustainable innovation, and protect the planet. To build truly sustainable and inclusive climate strategies, we must ensure youth voices – particularly of those most vulnerable or marginalized – are not only heard, but actively shaping the decisions we make today.”

Youssouf Abdel-Jelil
UNICEF Representative to Brazil





Discussion with a young activist: Catherine Dunn



Catherine Dunn is an environmental advocate from KwaZulu-Natal and studying in the Western Cape, South Africa. She has participated in the Green Campus Initiative and the 2041 ClimateForce Antarctica Expedition, among other high-profile initiatives. She is currently pursuing postgraduate studies in commerce.

How has your journey in environmental activism evolved over the years?

Growing up and now living on the coast, I've always had access to nature and the environment, participating in eco clubs, beach cleanups, and tree planting. Experiencing the effects and negative consequences of climate change firsthand inspired me to be part of the solution.

In 2019–20, I received a scholarship to participate in a high school program in Germany at the height of the Fridays for Future movement. It was impactful to see young people addressing community problems. At university, I served as Vice President of the Green Campus Initiative and participated in COP28 and COP29 as a youth delegate. I was also part of an expedition to Antarctica led by climate leader Sir Robert Swan – the first person in history to walk both poles. This experience was hugely formative for me.

What are the most pressing climate issues in South Africa?

Recently, there was a massive fire near my university that the authorities had to control with helicopters. Additionally, the KwaZulu-Natal and Durban regions saw flooding in 2022 that caused significant damage, destruction, and death. Air pollution is another major concern, especially in communities near coal mines and the overall negative effects of our heavy reliance on fossil fuels. Water scarcity is another pressing issue, exemplified by Cape Town's water crisis in 2015–20. These issues highlight the urgent need for climate action.

How do you balance your academic pursuits with your climate activism?

Being a full-time student with a packed academic schedule, finding balance has often been challenging. I have prioritized things that are important to me. This has included raising funds for initiatives, volunteering my time, and taking on leadership roles, which have opened doors to opportunities like the Antarctic expedition and COP conferences. I attribute my ability to juggle these responsibilities to effective time management and the unwavering support of my family and friends.

Another challenge is the sense that youth are not always heard or valued by government entities. Despite the support from civil society and UN entities to create spaces for youth voices, decision-makers often fail to take our concerns seriously.

What are some key lessons you've learned?

One valuable lesson is the importance of collaborative inclusivity. This means that everyone's lived experiences are valuable in contributing to finding solutions to climate change. It is not the prerogative of academia, in fields such as science, or government alone. The movement requires individuals from diverse backgrounds and professions and necessitates unity and cooperation across all sectors and communities. Start where you are at with your talents, skills, and passions. Real transformation happens when youth and vulnerable communities are equipped and empowered with the support to address climate change. The most important lesson is to remain hopeful because even small actions can have a big impact.

Source: Capgemini Research Institute interview, April 2, 2025.

Global South youth are most confident in listening, communication, and emotional intelligence

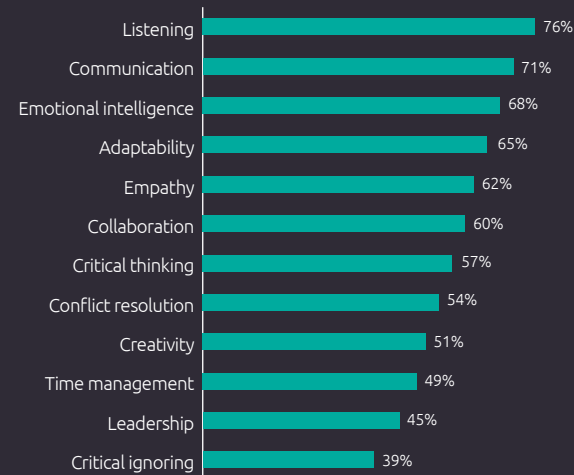
Most youth in the Global South (76%) are confident in their listening skills and 71% in their communication skills. The soft skills in which Global South youth are least confident include:

- “Critical ignoring” (i.e., “triaging” information into that which requires immediate focused attention, that which is less urgent and merits limited time, and that which can be ignored)
- Leadership (i.e., taking initiative, motivating others, setting an example)
- Time management (i.e., meeting deadlines, balancing academic work and extracurricular activities) (see **Figure 8**).

Figure 8.

Nearly eight in 10 Global South youth are confident in their listening skills

Percentage of youth in the Global South who say they are confident in the soft skills listed below



Source: Capgemini Research Institute and UNICEF, Youth and green skills survey, February–March 2025, N = 4,245 youth aged 16–24 in the Global South.





03

**Youth want to be
part of the solution**

Youth believe business executives and politicians should do more

Most youth globally agree that business and political leaders should be contributing more to the fight against climate change. The share of youth holding this perspective varies by country. Among Global South countries, 93% of youth in Egypt say that business leaders are not doing enough, versus 63% in China. Similarly, 84% of youth in Indonesia say that political leaders are not doing enough versus 46% among youth in China (see **Figure 9**).

The impact of young people not believing that business and political leaders are doing enough to combat climate change can erode their trust in institutions leading youth to disengage from civic life and green careers. It can also signal a generational divide in that young people feel burdened solving a crisis they did not create. Ultimately, this negative view will undermine the credibility of climate policy and stall progress. It is imperative that business and political leaders collaborate with young people to ensure their perspectives



"Some corporations are investing in renewable energy and reducing emissions, but many still prioritize short-term profits over long-term sustainability. We need systematic transformation, where climate action is embedded into core business models. Corporations must support youth in developing green skills and preparing for careers in sustainability."

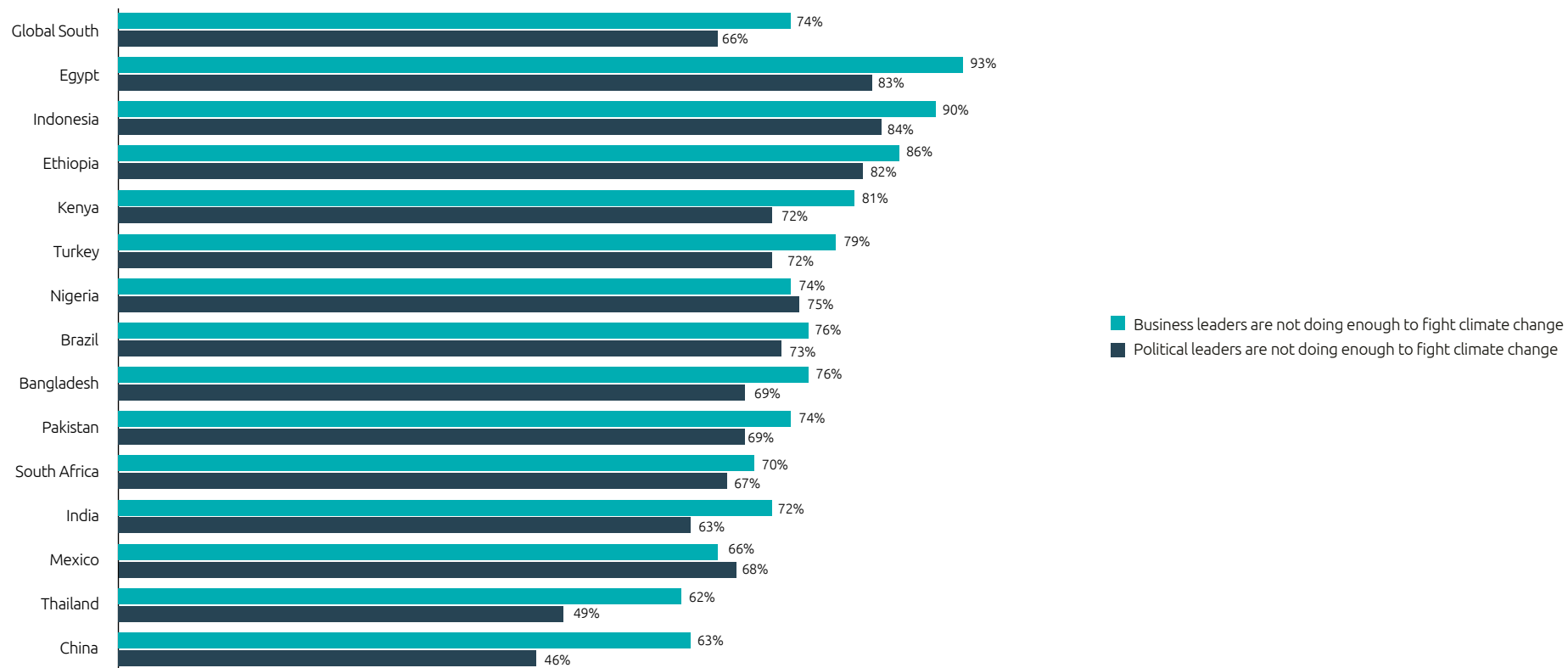
Shibani Padhy

Youth climate activist

Figure 9.

Over 65% of Global South youth believe that business and political leaders must do more to fight climate change

Percentage of youth in the Global South who agree with the statements



Source: Capgemini Research Institute and UNICEF, Youth and green skills survey, February–March 2025, N = 4,245 youth aged 16–24 in the Global South.

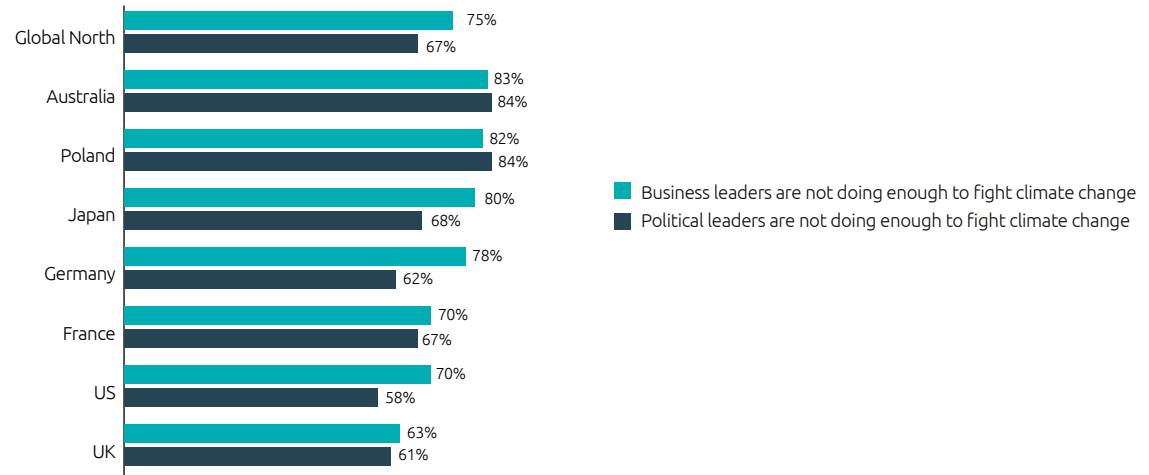
There is similar variation among the Global North countries. Over eight in 10 Australian youth say that business leaders are not doing enough versus six in 10 UK youth. Regarding political leaders, 84% of youth in Australia and Poland say they are not doing enough versus 58% among youth in the US (see **Figure 10**).

Youth climate leader Arielle Kouyoumdjian says: *“The wealthiest nations have the greatest obligation to make sustainable investments, not only because they are historically responsible for climate change, but because they are the least vulnerable to its effects.”*¹³

Figure 10.

Three-quarters of Global North youth believe that business leaders are not doing enough to fight climate change

Percentage of youth in the Global North who agree with the statements



Source: Capgemini Research Institute and UNICEF, Youth and green skills survey, February–March 2025, N = 855 youth aged 16–24 in the Global North.



"Young people bring urgency, creativity, and a deep sense of purpose to the climate challenge. For corporations and policymakers alike, engaging youth is not optional – it is essential. Their insights are shaping consumer behavior, innovation, and social expectations. To build effective climate strategies, we must make young voices central to the conversation and co-creators of the solutions."

Cyril Garcia

Head of Global Sustainability Services and
Corporate Responsibility, Capgemini

Youth want to influence climate and environmental policy directly, but they feel policymakers ignore them

Most youth globally (71%) agree that they should have a strong influence on environmental policy and legislation (see **Figure 11**). This share rises to 88% in Egypt and 84% in Indonesia. Sixty-three percent of youth globally would also like to talk with local leaders about how to help the environment and fight climate change. For example, local political leaders convening youth climate representatives to provide input on environmental issues in the community. Given the interconnection of climate with other sectors, youth perspectives on education and labor would also help to advance the green agenda. The share of youth who want to engage with local leaders increases to 81% among youth in the Global North, compared with 59% among Global South youth.

However, leaders are failing to meet these expectations. Only 47% of youth globally feel community leaders hear their opinions on climate-related issues, with only 47% in the South and 51% in the North reporting they feel listened to. The share declines to 37% in Nigeria and South Africa and 34% in France. By collaborating with and working alongside

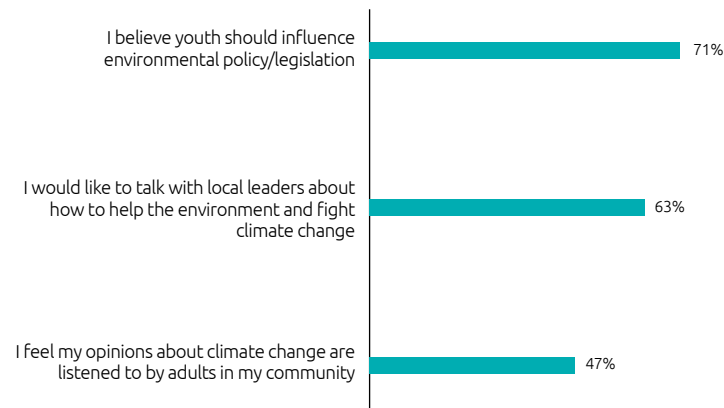
youth, business and political leaders are better positioned to regain the trust of young people. Youth climate activist Shibani Padhy says: *"Young people are not just future stakeholders. We are present-day changemakers. We bring fresh perspectives, innovative ideas, and energy. Including*

youth voices makes policies more inclusive, adaptive, and grounded in real-world needs. Leaders can support youth-led climate initiatives by creating dedicated funds, including youth in decision-making, providing mentors, recognizing youth action, and organizing policy co-creation workshops."

Figure 11.

Seven in 10 youth want to influence environmental policy/legislation, but less than half feel that community leaders listen to their opinions

Percentage of youth who agree with the statements below



Source: Capgemini Research Institute and UNICEF, Youth and green skills survey, February–March 2025, N = 5,100 youth aged 16–24.



Discussion with a young activist: **Shaik Imran Hussain Choudhary**



Shaik Imran Hussain Choudhary is a young agriculturist and co-founder of Prakheti Agrologics, a regenerative farming company in India. He is an advocate for ecological conservation and sustainable agriculture. He focuses on creating fruit forests and Miyawaki forests (dense, fast-growing native forests for ecosystem restoration), emphasizing functional design and native biodiversity.

How have your family and friends influenced your environmental awareness?

My parents and grandparents are passionate about gardening and growing food in our terrace garden. They nurtured my climate-consciousness. School teachers discussed sustainability and climate change, linking domestic activity like gardening and waste segregation with broader climate issues. I started learning more about climate change, sustainability, and wildlife. This learning journey continues.

What inspired you to focus on agro-biodiversity conservation?

My inspiration to focus on agro-biodiversity conservation came from my hands-on experience working in the fields of southern India, particularly in Kerala, Karnataka, and Telangana. I observed a significant gap between knowledge gained from academic study and the reality on the ground. I worked closely with smallholder farmers, most of whom were growing single crops on less than two acres of land. This experience highlighted the importance of conserving agro-biodiversity, as it directly impacts biodiversity, desertification, and

socio-economic conditions. Realizing that India had lost about 80% of its agro-biodiversity, I co-founded Prakheti with the main objective of conserving [what was left of] this valuable genetic resource. I believe we must provide sustainable technologies and economic incentives to empower local communities to restore ecosystems and develop climate-resilient agriculture. This vision continues to guide my work.

What were your objectives with Prakheti Agrologics?

Our primary objective was conserving agro-biodiversity. To achieve this, we created a seed bank with over 450 varieties collected from South Indian

farmers. But conservation alone is not enough. We need an approach that encompasses soil health, land restoration, natural farming principles, and sustainable techniques. Agroecology connects all these dots.

Which challenges have you faced and how did you overcome them?

Accessing financial resources was a major challenge. I adopted a hybrid approach, collaborating with established organizations and NGOs to fund our projects and gain experience. Especially in protected forest areas, we had to navigate complex legal frameworks. Countering unsustainable agricultural systems was also difficult, but we built strong, sustainable alternatives.

Do you have any advice for young people interested in climate activism?

My advice is to actively engage in the field, build connections, and recognize the critical importance of technical, social, and emotional green skills. We must prioritize accessibility, integrating these skills into educational curriculums to ensure a unified approach. Green skills are essential across all sectors, especially agriculture. Ultimately, every job will need to be a green job.

Source: Capgemini Research Institute interview, March 26, 2025.



Discussion with a young activist: Ekin Akman



Ekin Akman is an education activist from Ankara, Turkey. She is currently the coordinator for the Youth Leadership Council and the youngest member of the UNICEF Business Advisory Board. She is studying to become a medical physicist, focusing on social and environmental impact.

What inspired you to become a social activist at a young age and how has your family supported you?

The inequalities in education, employment, and environment in my country drove me to advocate for equality, especially in education. I'm lucky to have a family who is really invested in understanding and valuing my opinion. They have always been open-minded when listening to my reasoning, so they have been consistent role models for my own behaviors and mindset.

Do you feel listened to in your country?

No. I do not feel heard or valued by our government, despite efforts from civil society and UN entities to create spaces for youth to raise our voices.

How important are green skills for young people?

Green skills are essential for future employment and career success. They should be integrated into all subjects taught in school. We need to understand the environmental impact of our

actions and decisions. Moreover, practical skills such as waste management and energy efficiency are crucial. Our education should empower us to make sustainable choices and drive positive change. By building a strong foundation in green skills, we can become holistic thinkers and future leaders who champion sustainability.

How can the private sector support youth in developing green skills?

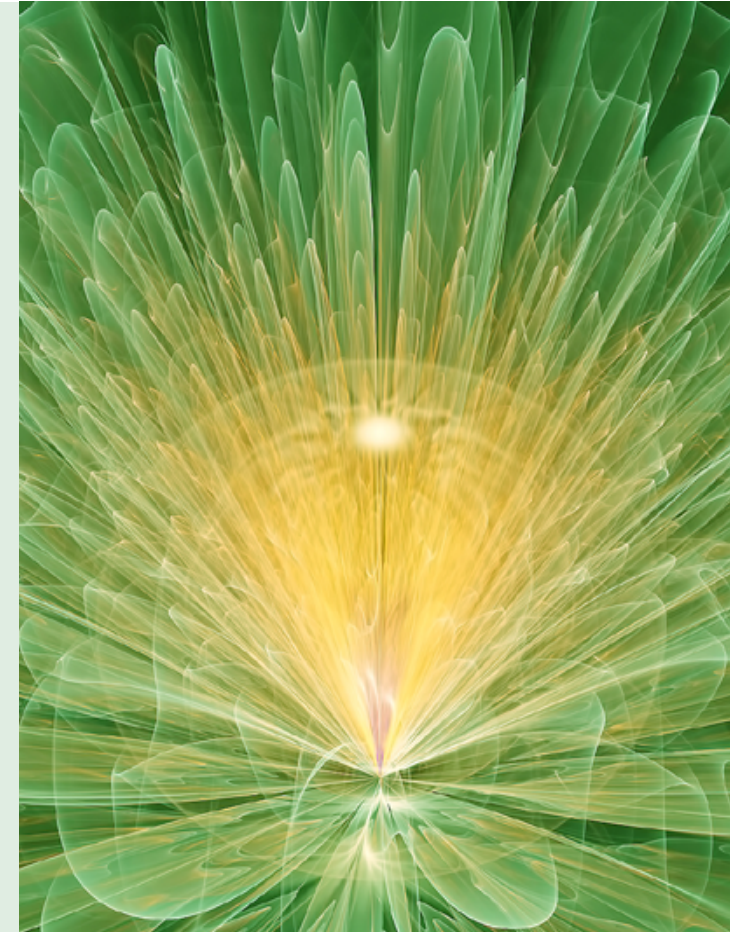
In Turkey, we lack restrictive climate policies and accountability for corporate actions. My involvement with the UNICEF Youth Leadership Council has allowed me to connect directly with private-sector

companies and collaborate on sustainability projects. Organizations should provide training and resources, lead by example, and publicly demonstrate their commitment to environmental sustainability.

What is your advice for youth who want to get involved in activism?

Educate yourself on the connection between climate change, social equality, and technology. It's essential to connect with powerful civil society members and UN entities that can mobilize people. Engaging with these organizations can amplify your voice and help you make significant progress toward your goals.

Source: Capgemini Research Institute interview, March 24, 2025.





04

**Recommendations for
policymakers and corporate
leaders: Inspire youth by
pushing green skills**








"Young people are architecting climate solutions. They are designing and deploying innovative solutions that respond to the climate realities their communities are facing. Green Rising, with its ecosystem of public and private sector partners, is supporting young people with the skills and opportunities they need to take climate action, start green companies, access green jobs, and power green solutions."

Dr. Kevin Frey

CEO at Generation Unlimited

As the world transitions to a greener economy, young people will be essential stakeholders and agents of change. Today, young people worry about climate change, are disillusioned by the lack of action from business and political leaders, and do not feel listened to. However, youth are hopeful there is still time to drive meaningful change and want to share their ideas with decision-makers to inform climate policy and drive action. They are also keen to build green skills and enter green fields. Policymakers and corporate leaders must harness these aspirations to accelerate the sustainability transition. Based on insights from our global youth survey, supporting data from secondary sources, and our experience working on green skills programs and corporate sustainability initiatives, we propose the following recommendations.

For policymakers	For corporate leaders
 Work alongside youth voices	 Co-design green job pathways with youth
 Integrate green skills into core education curriculums	 Increase the ratio of youth securing green jobs within their first five years of work
 Democratize access to green learning opportunities in the Global South	 Support community-based green skills initiatives
 Align climate goals with youth employment and education strategies	 Incorporate youth voices into ESG and climate strategies
	 Invest in youth-led climate projects, entrepreneurship, and volunteerism

For policymakers



"Seventy percent of youth worldwide want to help shape environmental policy, but fewer than half feel listened to. If we are serious about achieving a net zero future, it must be co-created together with the generation that will inherit it. Listening to youth and supporting their green skills is how we move from ambition to real impact."

– Dr. James Robey, Executive Vice President, Global Head of Environmental Sustainability, Capgemini

Work alongside youth voices – Formally embed and collaborate with youth voices in climate policymaking, and skilling initiatives, for example in a national youth climate council. Youth councils or advisory bodies should be consulted in the design, implementation, and evaluation of national climate strategies and green economy roadmaps (something that NGOs, including UNICEF, have long practiced). UNICEF USA's National Youth Council is a group of young leaders who work to elevate the voices and

perspectives of young people and advance child rights at national level.¹⁴ The Youth Climate Council Global Alliance (YCC GA) is a youth-led network that aims to influence climate policy and advocate for youth inclusion in decision-making processes at national and international levels.¹⁵ Massachusetts convenes a 60-member Youth Advisory Council comprising young people aged 16 to 21 to advise the governor and administration on critical issues impacting the state, including climate, education, housing, among other areas.¹⁶

Youth climate leader Fatma Nur Tosun says: *"Youth are not passive beneficiaries; they are agents of change. Recognizing this means providing structural support – including funding and resources – for youth-led climate solutions that can drive real impact."*

Integrate green skills into core education curriculums –

Collaborate with education ministries, employers, and civil society to embed green skills into secondary, vocational, and higher education curriculums. These should include scarce skills such as those around environmental policy, climate technologies and sustainable energy, sustainable design, sustainable agriculture, and data analysis. Policymakers must also support teachers in strengthening their knowledge of and ability to teach green skills.

In 2024, Brazil's National Environmental Education Policy officially recognized climate change and biodiversity protection as formal subjects. Since then, Brazil has announced a national climate curriculum that mandates all schools implement climate education by the end of 2025. This initiative is intended to equip the next generation with essential knowledge about climate change, sustainability, and environmental stewardship.¹⁷ In January 2025 the Nigerian government launched the Eco-Schools Initiative to promote sustainability education in schools in Abuja, Nigeria's capital. Led by the Department of Climate Change, it provides handbooks, tree-planting campaigns, and interactive tools such as the "Play, Learn, and Act Now" (PLAN) card game. UNICEF and other partners support the program, which aims to empower youth as environmental champions and expand climate literacy nationwide.¹⁸

Democratize access to green learning opportunities in the Global South –

Enable a wide range of ecosystem partners to make education and training widely accessible, equitable, and inclusive. For example, invest in inclusive digital infrastructure (e.g., mobile-first solutions, low-bandwidth tools), teacher training, and local programs to reach youth in underserved communities. India's renewable industry faces a gap of around 1.2 million skilled workers, with demand expected to rise by 26% by 2027, creating a need for 1.7 million skilled workers by then. This highlights the necessity for substantial investment to educate and train the younger generation in sustainable energy and climate technologies.¹⁹

Young climate leader Nokwanda Ndlovu says: *"In South Africa, registered students can access free short programs designed to boost knowledge and skills, especially in science and engineering. It's crucial for leaders to ensure these programs are free and accessible without requiring internet data, allowing everyone to participate without any financial burden."*

Align climate goals with youth employment and education strategies –

Pair national climate goals with robust youth employment strategies. Incentivize green entrepreneurship, fund youth-led sustainability projects, and support green apprenticeships that provide a clear path from training to employment. In the UK, apprenticeships are increasingly focusing on the green economy, combining practical training with academic study to produce the skilled workforce essential to achieving net zero goals.²⁰ The Green Jobs for Youth Pact is a partnership between the International Labour Organization (ILO), the United Nations Environment Programme (UNEP), and UNICEF to tackle the green skills deficit. The Pact aims to create one million new jobs for youth by 2030, prioritizing young women and the disadvantaged.²¹

For corporate leaders



"Investing in green skills for youth is essential to building a resilient, future-ready workforce. As business leaders, we recognize that the transition to a sustainable economy demands new capabilities – and it is imperative that we invest in the next generation to meet this challenge. By equipping young people with the skills to thrive in a green economy, we are not only strengthening our talent pipeline but also advancing our collective responsibility to safeguard the environment for future generations."

– Ashwin Yardi, CEO, Capgemini in India and Co-chair of YuWaah, Generation Unlimited in India

Co-design green job pathways with youth – Involve youth organizations, educational institutions, and training providers directly in shaping green job pathways. This should ensure that career development programs are relevant, aspirational, and inclusive. Corporations must advertise green jobs widely and offer support to educators in integrating required skills into curriculums. Danish renewable energy company Ørsted offers an early-career 24-month rotational program that recruits young professionals into sustainability-focused career tracks, including offshore wind engineering, sustainable operations, and environmental health and safety. Participants gain hands-on experience of the green transition while receiving structured training and mentorship.²²

Increase the ratio of youth securing green jobs within their first five years of work – Invest in work-based learning pathways including paid internships and apprenticeships and ensure youth-friendly hiring practices (e.g., skills-based hiring, interview prep, mobile-friendly applications) for entry-level roles in renewable energy, sustainable agriculture, circular economy, and environmental services. Early-career roles should also have access to continued professional development. Corporations can build partnerships with educational institutions to offer sustainability internships to secondary school students and cooperative education or “co-ops” to postsecondary students. Top-ranked co-op provider,

Northeastern University, works with over 3,100 employers worldwide to offer students paid, full-time professional work experiences, including in environmental and sustainability fields, alternating between academic semesters and six-month co-op terms.²³ Siemens Energy in the UK employs over 300 apprentices in areas such as high-voltage cable transmission and offshore wind turbine maintenance, offering hands-on experience in renewable energy projects.²⁴

Support community-based green skills initiatives – Collaborate with nonprofits and local education providers to bring green skills training into communities. Corporate investment in grassroots programs helps build a future-ready

talent pipeline, while demonstrating social impact. The Tata Power Skill Development Institute (TPSDI) in India has already trained 300,000 youth in green energy skills. TPSDI recently formed a partnership with the National Skill Development Corporation to deliver hands-on skilling programs in green energy, power transmission, power distribution, and industrial safety. The program will equip trainees with practical, employability-enhancing skills.²⁵

Incorporate youth voices into ESG and climate strategies

– Build structured feedback mechanisms to allow young people – employees, consumers, and community members alike – to contribute directly to sustainability strategy. Transparent reporting on how youth input shapes climate action can strengthen corporate acceptance of such initiatives.

Youth climate leader Arielle Kouyoumdjian says: *“In a corporate-controlled society, kids’ inability to contribute financially, pay taxes, or vote renders us socially powerless – or at least, it often feels that way. When large organizations allow us to participate in their initiatives, it gives us a sense of agency.”*²⁶

Sweden’s Ingka Group operates the Young Leaders Forum, a global youth advisory council composed of more than 20 young leaders aged between 17 and 30. The intergenerational Forum brings together Ingka Group’s senior decision-makers and young leaders to co-create strategy, for example to ensure equity across Ingka’s internal and external business practices.²⁷

Invest in youth-led climate projects, entrepreneurship, and volunteerism – Young people bring creativity, urgency, and a fresh perspective to addressing climate challenges, but lack financial resources. Organizations could offer small grant and seed funding, as well as mentorship, technical support, and volunteer opportunities.

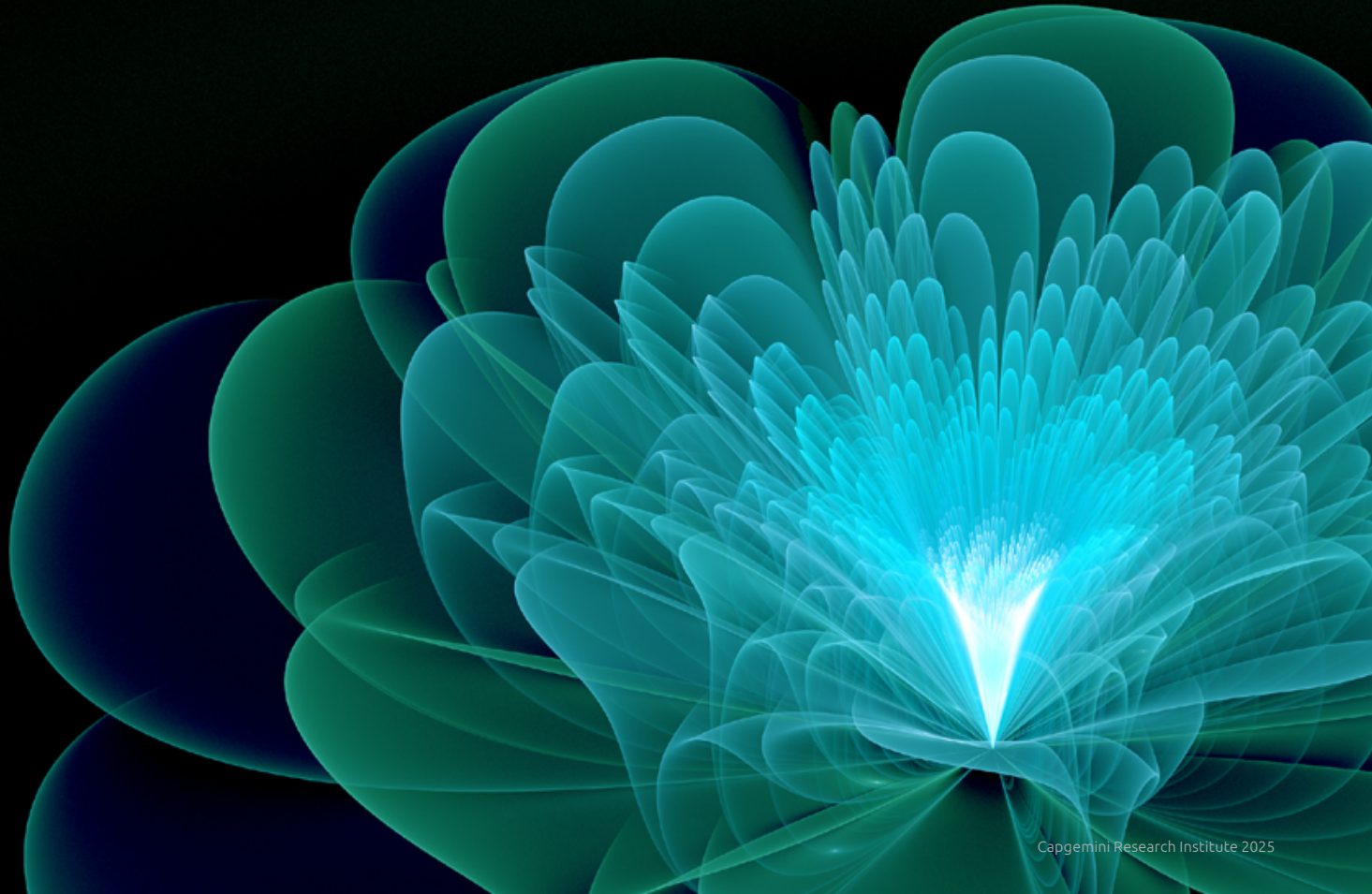
Vinisha Umashankar, Founder of the Solar Ironing Cart and the youngest Earthshot Prize 2021 finalist, says: *“Large organizations can engage with, invest in, and empower young environmental activists. Young people are taking the initiative, from volunteering to raising funds. We need support to develop a climate action framework and a green economy.”*²⁸

The Youth4Climate (Y4C) initiative, launched by the United Nations Development Programme (UNDP) in collaboration with the Government of Italy, fosters youth-led climate innovation to bridge gaps in financial and technical support for climate solutions. Since its inception in 2023, Y4C has mobilized over 3,000 proposals from young innovators across 120+ countries and funded 100 youth-led initiatives across 52 countries, allocating a total of \$2.5 million.²⁹

Conclusion

Today's youth are deeply anxious about climate change but remain reassuringly hopeful about their power to shape a better future – if only those in positions of power and influence will listen to them. They understand the critical importance of green skills for career success and sustainable living, but are unsure of how to acquire them. Despite the barriers, young people around the world are determined to drive change. But they need tangible support.

Policymakers and corporate leaders must act urgently to work alongside youth voices, integrate green skills into education, create equitable pathways to green jobs, and invest in youth-led solutions. By harnessing the passion and energy of younger generations, we can accelerate a just transition to a sustainable economy and secure a thriving planet for all.

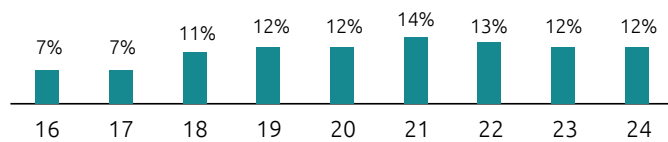
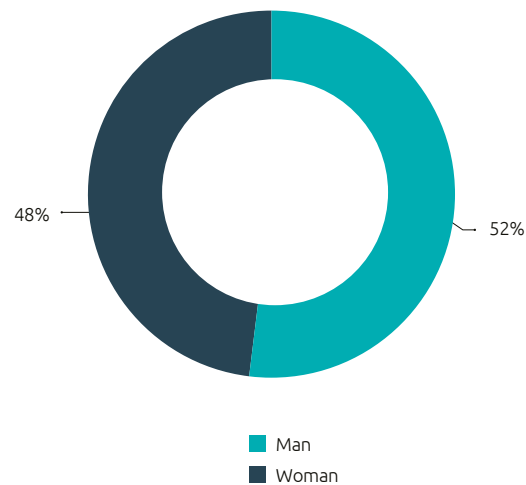
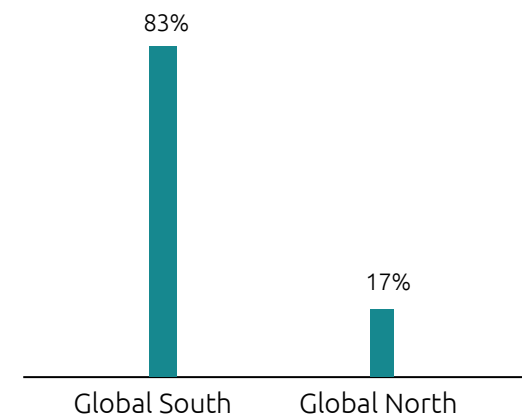


Research methodology

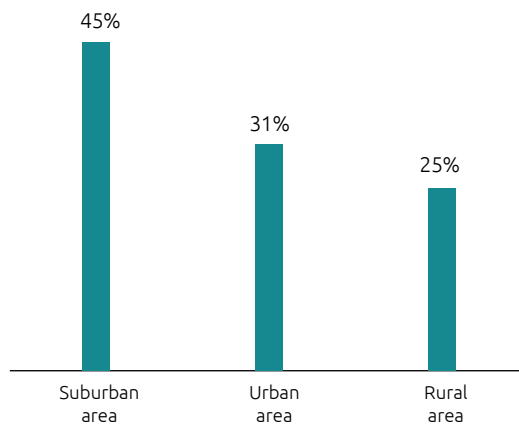
We carried out extensive research into youth perspectives on climate change and interest in green skills and green jobs. We conducted an online survey of 5,100 youth aged 16 to 24 across 21 countries in Africa, the Americas, Asia-Pacific, and Europe. This included 4,394 youth aged 18 to 24 and 706 youth aged 16 and 17 years old. For the 14% of the sample that were minors (<18 years old), we obtained parental permission from 706 parents. The majority (83%) of the youth surveyed live in the Global South (low- and middle-income countries). The remaining youth respondents live in the Global North or high-income countries (see page 4 for full definitions). We conducted the survey in February and March 2025.

It is important to note that our youth sample mirrors the global youth population. For example, India and China have the largest population of youth aged 16 to 24 globally and, therefore, are afforded the greatest representation in our survey, at 20% and 12%, respectively. In addition, our youth sample is representative of the average household income level within each country.

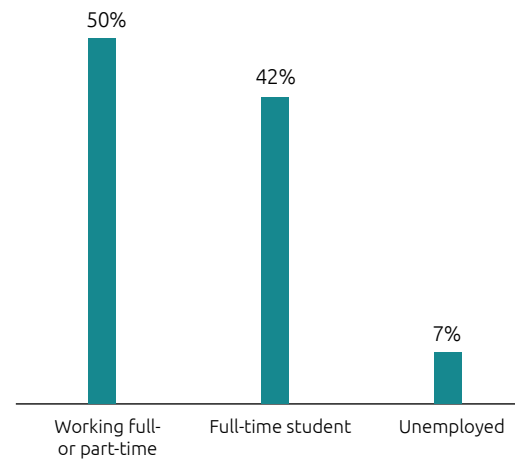
The study findings reflect the views of the respondents to our online questionnaire for this research and are intended to provide directional guidance. Please contact one of the Capgemini experts listed at the end of the report to discuss specific implications.

Percentage of youth by age**Percentage of youth by gender****Percentage of youth by region**

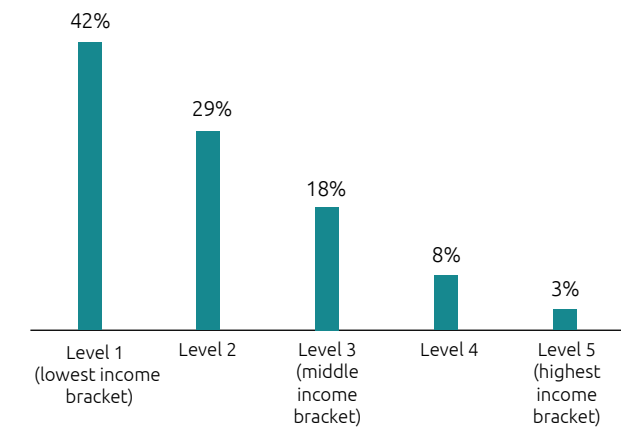
Percentage of youth by residential type



Percentage of youth by employment/student status

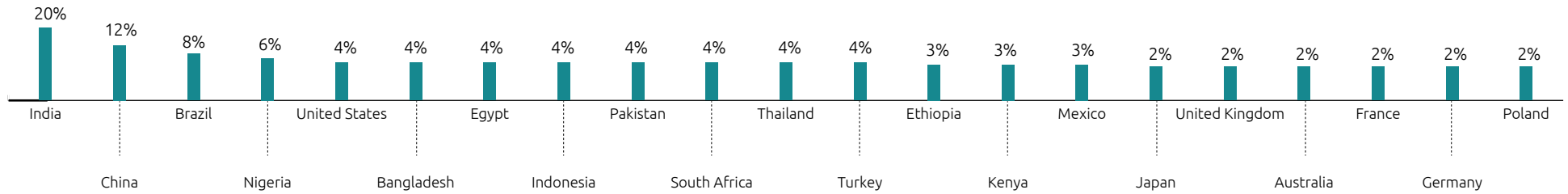


Percentage of youth by average household income level within their respective countries*



*The survey respondents are representative of the average household income levels within each country. This chart combines the five income tiers across the 21 countries included in our survey.

Percentage of youth by country



Source: Capgemini Research Institute and UNICEF, Youth and green skills survey, February–March 2025, N = 5,100 youth aged 16–24.

Annual household income of youth by country

Australia	%
Up to 40,000 AUD	25%
40,001–80,000 AUD	30%
80,001–160,000 AUD	30%
160,001–300,000 AUD	10%
Above 300,000 AUD	5%

Bangladesh	%
Up to 120,000 BDT	50%
120,001–300,000 BDT	25%
300,001–600,000 BDT	15%
600,001–1,200,000 BDT	8%
Above 1,200,000 BDT	2%

Brazil	%
Up to 15,840 BRL	35%
15,841–42,000 BRL	30%
42,001–84,000 BRL	20%
84,001–180,000 BRL	10%
Above 180,000 BRL	5%

China	%
Up to 24,000 CNY	40%
24,001–60,000 CNY	30%
60,001–120,000 CNY	20%
120,001–240,000 CNY	8%
Above 240,000 CNY	2%

Egypt	%
Up to 36,000 ETB	45%
36,001–84,000 ETB	30%
84,001–180,000 ETB	15%
180,001–360,000 ETB	7%
Above 360,000 ETB	3%

Ethiopia	%
Up to 60,000 EGP	60%
60,001–120,000 EGP	25%
120,001–240,000 EGP	10%
240,001–480,000 EGP	4%
Above 480,000 EGP	1%

France	%
Up to 18,000 EUR	25%
18,001–36,000 EUR	30%
36,001–72,000 EUR	30%
72,001–120,000 EUR	10%
Above 120,000 EUR	5%

Germany	%
Up to 20,000 EUR	20%
20,001–40,000 EUR	30%
40,001–80,000 EUR	35%
80,001–150,000 EUR	10%
Above 150,000 EUR	5%

India	%
Up to 200,000 INR	50%
200,001–500,000 INR	30%
500,001–1,200,000 INR	15%
1,200,001–2,400,000 INR	4%
Above 2,400,000 INR	1%

Indonesia	%
Up to 60,000,000 IDR	45%
60,000,001–150,000,000 IDR	30%
150,000,001–300,000,000 IDR	20%
300,000,001–600,000,000 IDR	8%
Above 600,000,000 IDR	2%

Japan	%
Up to 2,500,000 JPY	45%
2,500,001–5,000,000 JPY	30%
5,000,001–10,000,000 JPY	15%
10,000,001–20,000,000 JPY	7%
Above 20,000,000 JPY	3%

Kenya	%
Up to 180,000 KES	55%
180,001–480,000 KES	25%
480,001–900,000 KES	12%
900,001–1,800,000 KES	6%
Above 1,800,000 KES	2%

Mexico	%
Up to 72,000 MXN	40%
72,001–180,000 MXN	30%
180,001–360,000 MXN	20%
60,001–720,000 MXN	8%
Above 720,000 MXN	2%

Nigeria	%
Up to 600,000 NGN	55%
600,001–1,200,000 NGN	25%
1,200,001–3,000,000 NGN	15%
3,000,001–6,000,000 NGN	4%
Above 6,000,000 NGN	1%

Pakistan	%
Up to 240,000 PKR	50%
240,001–600,000 PKR	30%
600,001–1,200,000 PKR	15%
1,200,001–2,400,000 PKR	4%
Above 2,400,000 PKR	1%

Poland	%
Up to 30,000 PLN	30%
30,001–60,000 PLN	40%
60,001–120,000 PLN	20%
120,001–240,000 PLN	8%
Above 240,000 PLN	2%

South Africa	%
Up to 60,000 ZAR	50%
60,001–180,000 ZAR	30%
180,001–360,000 ZAR	15%
360,001–720,000 ZAR	4%
Above 720,000 ZAR	1%

Thailand	%
Up to 180,000 KES	45%
180,001–450,000 THB	30%
450,001–900,000 THB	15%
900,001–1,800,000 THB	8%
Above 1,800,000 THB	2%

Turkey	%
Up to 120,000 TRY	40%
120,001–300,000 TRY	30%
300,001–600,000 TRY	20%
600,001–1,200,000 TRY	8%
Above 1,200,000 TRY	2%

United Kingdom	%
Up to 18,000 GBP	26%
18,001–36,000 GBP	30%
36,001–72,000 GBP	30%
72,001–150,000 GBP	10%
Above 150,000 GBP	5%

United States	%
Up to 15,000 USD	9%
15,000–49,999 USD	23%
50,000–99,999 USD	29%
100,000–199,999 USD	27%
Above 200,000 USD	12%

Appendix

Definitions of green skills included in our survey

1. Recycling / waste reduction: Understanding the importance of recycling, waste disposal (e.g., paper, plastic), and reduction (e.g., composting, using reusable containers).
2. Energy conservation: Conserving energy by turning off lights and electronics when not in use and using natural light whenever possible.
3. Water conservation: Understanding the importance of conserving water and how to reduce water usage (e.g., fixing leaks, taking shorter showers).
4. Sustainable transportation: Understanding sustainable transportation options, such as walking, biking, or public transportation.
5. Eco-friendly consumer habits: Understanding environmental impact of purchasing decisions and how to make sustainable choices, such as buying products with minimal packaging or made from recycled materials.
6. Sustainable energy: Understanding renewable energy sources, such as solar, wind, and geothermal energy.
7. Climate change: Understanding the causes and impacts of climate change and how to take action to reduce greenhouse gas emissions (e.g., reducing energy usage, driving less often).
8. Environmental policy: Understanding basic environmental law and policy that promote sustainability.
9. Sustainable design: Understanding how sustainability is incorporated into the design principles of buildings and products.
10. Data analysis: Understanding how to collect, analyze, and interpret environmental data to make informed decisions about sustainability practices.
11. Climate technologies: Understanding the technologies used to mitigate and adapt to climate change, such as carbon capture and storage, renewable energy, and climate-modeling tools.
12. Sustainable agriculture: Understanding sustainable farming practices that reduce environmental impact, such as crop rotation, organic farming, and water-efficient irrigation techniques.

Definitions of soft skills included in our survey

1. **Communication:** Communicating effectively with others, both orally and in writing.
2. **Listening:** Listening actively and attentively to others.
3. **Critical thinking:** Analyzing and evaluating information, making informed decisions, and problem solving.
4. **Time management:** Managing time effectively and balancing academic work with extracurricular activities.
5. **Collaboration:** Working effectively in groups and contributing positively to team projects.
6. **Leadership:** Taking initiative, motivating others, and leading by example.
7. **Adaptability:** Adapting to change and new situations, being open to feedback, and being willing to learn.
8. **Emotional intelligence:** Understanding and managing your own emotions.
9. **Empathy:** Understanding and sharing the feelings of another person.
10. **Creativity:** Thinking creatively and producing innovative solutions.
11. **Conflict resolution:** Resolving conflicts in a constructive and positive way.
12. **Critical ignoring:** Choosing which information is most important, where to invest limited time and attention, and which information to ignore.

Note: The Capgemini Research Institute developed these lists of skills in 2023 for its report, “[Future-ready education: Empowering secondary school students with digital skills](#),” based on Capgemini’s experience working on corporate skilling initiatives and its understanding of both digital skill and green skill needs for new hires and existing employees as well as its experience working on youth skilling initiatives. Several external frameworks were consulted when creating this list including the EU’s Digital Competence Framework for Citizens, The Green General Skill Index (2015 by Francesco Vona, Giovanni Marin, Davide Consoli, and David Popp), A green skills framework (2022 by Christina Kwauk and Olivia Casey), The Center for Universal Education at Brookings’ green skills framework, UNESCO Technical and Vocational Education and Training (TVET) Skills for Work and Life, LinkedIn’s Global Green Skills Report, among others. The list was reviewed and updated in 2025 for the current research.

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Meet the experts



Sarika Naik

Group Chief Corporate Responsibility Officer, Member of the Group Executive Committee, Capgemini
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A keen pursuit for innovation and positive impact drives Sarika's career spanning 20+ years in the tech industry. She leads Capgemini's global corporate responsibility initiatives, focusing on responsible business practices, inclusion, and climate action. She actively promotes integration of ethics into daily business operations. Under her leadership, Capgemini had been recognized multiple times among the world's most ethical companies by Ethisphere. Sarika previously served as the Chief Marketing Officer (CMO) and Chairperson for Diversity & Inclusion in India. In these roles, she elevated the brand's purpose of making a positive impact through technology for an inclusive and sustainable future among clients, employees, and across the industry.



Dr. Nadi Albino

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Nadi has 25+ years of experience in international development. Working intimately in the fields of Education, Youth, Early Childhood Development (ECD) and much of the social sector, she has gained proven competencies in program management, coordination and delivery, in collaboration with government and the private sector. She has an in-depth perspective on African development issues, a strong track record of advancing gender equality, and has worked in fragile, post-conflict and emergency environments.

Nadi was the UNICEF Representative in Lesotho until end March 2019. She has worked in various capacities with girls/women, youth, and children, making her a flexible and proactive team player. Nadi demonstrates strong collaboration, creativity, critical thinking and communication skills. She is politically astute, which has contributed to "big picture" changes in development interventions.

Nadi holds a Doctor of Education (University of Fort Hare); with post-graduate qualifications in education and change management (University of Sussex), policy development and analysis (University of Maastricht), managing education sector reform (World Bank Institute), business and general management (Gordon Institute of Business Science (GIBS), and conflict resolution/management (University of Birmingham).



Cyril Garcia

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With more than 25 years of experience in consulting across industries, Cyril has been at the forefront of the development of new services for Capgemini and its clients. He joined Capgemini in 1993 and led numerous transformation projects, then held the positions of Director of Group Strategy, Capgemini Consulting France and Spain, and CEO of Capgemini Consulting. In 2018, he launched the new Capgemini Invent brand and the "Invent for Society" initiative embracing society-driven projects delivering positive impact.

Cyril was appointed Global Sustainability Services and Corporate Responsibility Head in early 2023. He is responsible for the integration of sustainability across Capgemini's portfolio of client services, notably around sustainable enterprise transformation and climate tech. Cyril is also driving the Group's own sustainability agenda and its Corporate Social Responsibility activities. Cyril has been a member of the Group Executive Board since 2018.

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Meet the experts



Dr. Kevin Frey

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Kevin spearheads global initiatives to deliver skilling, employment, and entrepreneurial opportunities for young people around the world. As a CEO, entrepreneur, and innovator, Kevin has built and led organizations that bridge the gaps between technology, education, employment, and international development in over 90 countries.

Prior to his current role, Kevin served as CEO of Right To Play, an international development organization that protects, educates, and empowers children across Africa, the Middle East, and Asia. His leadership experience also includes serving as Managing Director of Canada's top-ranked MBA program at the University of Toronto, where he helped to shape the next generation of Canada's business leaders.

Kevin's entrepreneurial journey began at age 27 when he founded TeachAway, driven by the conviction that every child and young person deserves to benefit from the power of a great teacher. Kevin holds a Doctorate in Business Administration from IE Business School at IE University, an MBA from Northwestern University's Kellogg School of Management, and an Honors Bachelor of Arts with High Distinction from the University of Toronto in Philosophy and History.



Lucie Taurines

Global Head of Digital Inclusion, Capgemini
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Lucie leads initiatives to bridge the digital divide and ensure technology serves as a force for good. Lucie is instrumental in shaping and delivering programs such as Tech4Positive Futures, which empowers employees to co-create tech-driven solutions to real-world challenges such as biodiversity and food security. She also plays a strategic role in Digital Academies, a program aimed at upskilling youth and marginalized communities in digital competencies. Lucie takes a comprehensive approach to digital inclusion, addressing both digital literacy for life and digital training for employment.



Dr. James Robey

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James completed his doctorate at Henley Business School, investigating the drivers and outcomes of corporate sustainability. He lectures on sustainability at several universities and is an associate member of faculty at Imperial College Business School, London, where he teaches Sustainable Business and Carbon Accounting at both undergraduate and postgraduate levels. James has led the Capgemini Group's sustainability agenda since setting its first carbon reduction targets in 2008. He is driving the Group's global net zero program to reduce carbon emissions by 90% by 2040 (versus 2019).

Authors

Meet the experts



Ashwin Yardi

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Ashwin has over 25 years of experience in consulting, technology, and large outsourcing services. He has performed several leadership roles driving the growth and profitability of various business units at Capgemini. Ashwin's experience in international and multicultural environments spans across North and South America, the Netherlands, Australia, and Asian countries.

As an accomplished leader, he has worked closely with several Fortune 500 companies to help them achieve their business transformation goals. He is also deeply involved in new age digital and big data platforms and various automation tools. Ashwin is an ardent advocate of diversity and inclusion and is the executive sponsor for many programs like Power Ahead for Capgemini in India. As a key member of the India CSR Core Committee, Ashwin has played a vital role in defining the strategic roadmap for Capgemini's CSR program.



Youssef Abdel-Jelil

UNICEF Representative to Brazil
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Youssef is a principled and seasoned leader, with a passion and a proven track record (35 years) of devoted service for the advancement of sustainable development in the Middle East, North and Sub-Saharan Africa as well as East Asia, Latin America, and the Caribbean. He combines proven skills in management, advocacy, program delivery, diplomacy, negotiation, and partnership building in order to effectively lead business and public ventures in both development and humanitarian settings.

Youssef assumed duty as Representative of UNICEF in Brazil in January 2023. Since joining UNICEF in 1998, he has worked in various senior program and management positions across West Africa, in New York, and the Middle East, including Burundi, Gabon, Jordan, Nigeria, and Syria, where he led a complex emergency response from 2012 to 2014 for Child Survival, Protection, and Development during the current humanitarian crisis. Under his stewardship, the UNICEF Syria Country Office staff were awarded the 2013 Staff Award by UNICEF's Executive Board for their performance and dedication to Syria's children during the humanitarian emergency.

A Mauritanian national, Youssef has also held several managerial positions in his home country's government and in the private sector, including as CEO of the Société Nationale Industrielle et Minière, Mauritania's largest mining company. Youssef holds a Master of Philosophy (MPhil) in economics and development from King's College, University of Cambridge, and a master's degree in government administration from the FELS Institute of Government at the University of Pennsylvania.

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About the Capgemini Research Institute

The Capgemini Research Institute is Capgemini's in-house think tank on all things digital. The Institute publishes research on the impact of digital technologies on large traditional businesses. The team draws on the worldwide network of Capgemini experts and works closely with academic and technology partners. The Institute has dedicated research centers in India, Singapore, the UK, and the US. We are proud to have been ranked #1 in the world for the quality of our research by independent analysts six consecutive times – an industry first. Visit us at www.capgemini.com/researchinstitute/

Corporate responsibility at Capgemini

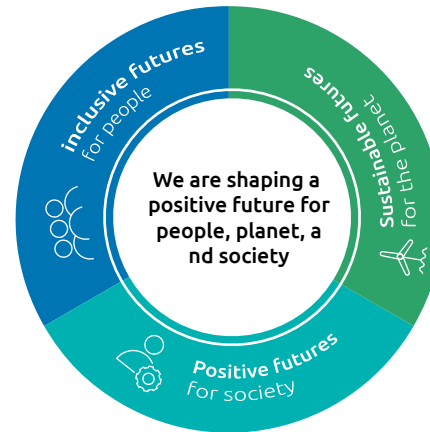
1. Shaping a positive future for people, planet, and society

Capgemini has a long history of corporate responsibility, and we're committed to leading our industry. We are driven by our purpose to create a sustainable and inclusive future for people, planet, and society, and believe that technology and innovation should drive progress for everyone.

Our commitment to responsible business practices is embedded in our corporate strategy. It guides our decision-making, shapes the development of our solutions and services, and informs our relationships with all stakeholders. It is powered by our people, whose unique perspectives and expertise help turn our ambition into action.

We also collaborate with external organizations, and our partnership with UNICEF is one example of how we're delivering on a broad set of industry-leading sustainability priorities.

Our corporate responsibility strategy focuses on three key areas:



Inclusive futures for people

By creating a vibrant and inclusive workplace, we boost creativity and innovation and enable all our talents to build meaningful careers.

Objectives

- Maintain 40% women across our teams by 2030
- Reach 35% of women in executive leadership positions

Sustainable futures for the planet

By embedding a sustainability mindset into our operations and the way we work, we're making tangible progress toward a better future for the planet and the people who live there.

Objectives

- Reduce our scope 1, 2, and 3 carbon emissions by 90% vs. 2019
- Reach net zero by 2040

Positive futures for society

By combining our passions and expertise with transformative technology, we shape a future where everyone has the knowledge, skills, and opportunities to thrive in a digital and sustainable world.

Objectives

- Reach 10 million beneficiaries worldwide by 2030 vs. 2018

Built on our values and ethical culture, powered by our people and working with a broad eco-system of partners

Through our corporate responsibility framework, we focus on:

- promoting inclusion and ensuring equal opportunities for our people – and society at large;
- managing and protecting the world's finite resources, and continually finding new ways to do more and waste less;
- making technology useful, accessible, and ethical for everyone;
- closing the digital divide, ensuring that we make the digital transformation an opportunity for all;
- enabling communities to address environmental challenges;
- upholding the highest ethical and governance standards and adhering to the principles of sustainable development;
- working collaboratively with others, including clients and partners who share our goals.

Our action and impact are externally recognized:

- We've maintained our place on the CDP "A List" for climate action and transparency.

- We became the only tech company to have been both EDGEplus and EDGE Move globally certified, recognizing our continued progress and growing maturity in promoting gender equality and inclusion within the workplace.
- In addition, we have been rated as one of the world's most ethical companies by the Ethisphere Institute for the 13th year in a row.

2. Capgemini's focus on creating a positive future for society

We believe that everyone in society, whatever their circumstance, should have access to develop the knowledge and skills to connect and thrive in a digital and sustainable world.

Our digital inclusion program

We focus on bridging the digital divide through programs that equip excluded groups with basic digital skills needed to connect in society, and that offer training for employment. In 2024, 3.2 million people benefited from our digital inclusion

programs, including 19,000 people who graduated from our Digital Academies, with over 1,800 securing roles in Capgemini.

- **Our digital literacy program** focuses on sharing foundational digital skills to excluded populations. For example, we helped maintain education services when a huge earthquake occurred in Morocco in September 2023 and reduced many remote villages to rubble. The Red Cross estimates that at least 530 schools were damaged, affecting the education of 100,000 children. In response, Capgemini and nonprofit organization SOS Villages d'Enfants Maroc launched the InnovEd project. We mobilized two Digital Caravans equipped with laptops, tablets, and interactive digital screens to deliver informal educational support to more than 3,000 students.
- **Our Digital Academies** offer disadvantaged individuals the opportunity to gain in-demand tech skills and explore tech career opportunities – and we aim to recruit at least 10 percent of our graduates annually, either through internships or permanent contracts. For example, we partnered with Factoría F5 and Microsoft (Spain) and CodeYourFuture (UK) to deliver programs for unemployed youth, women, refugees, and other recipients. In India, with over 25 academies across 11 cities, more than 10,000 youth graduated in 2024.

Our green skills program for sustainable and resilient communities

Building on our own commitment to managing natural resources and protecting the planet, we also support communities in programs to help make a sustainable world a reality, empowering them through education, support for action, and the development of green skills for jobs. Our partnership with UNICEF and Generation Unlimited's Green Rising initiative is our flagship green skills program and helps support young people in addressing climate change, fostering sustainable and inclusive growth.

Here are some additional key examples that underscore our commitment:

- **Opening pathways to employment:**

Green Skills Academy, India

In 2024, we launched our first Green Skills Academy, implemented by TNS India Foundation. It targets socio-economically disadvantaged students aged between 18–25 who are enrolled in India's Industrial Training Institutes (ITIs) and polytechnics.

The program is focused on providing green skills and advanced learning opportunities to enable careers in the emerging green sector. Along with training and upskilling, the program provides all-round support and opens opportunities for gainful employment.

Since the launch, over 330 candidates have completed training under the green skills academy and a further 860+ are currently participating in the program with 64 placed across the industry. Over the next three years, the program will train 4,500 students

- **Developing skills among young changemakers to address environmental challenges** *through Tech4Positive Futures Challenge for Youth*

Tech4Positive Futures is our flagship program to leverage cutting-edge technologies to drive meaningful social impact. Our Tech4Positive Futures "Youth Voices Challenge" encourages young people to take part in projects to address climate change and biodiversity impacts. With training and mentoring from Capgemini volunteers together with our clients, the youth are equipped with essential digital and green skills to create solutions, learning how technology and innovation can

reduce the adverse effects of climate change on local communities. In 2024, over 220 young people participated in this challenge, supported by 190 mentors from Capgemini and eight client teams across four countries (India, France, USA, and Belgium), supporting the work of eight not-for-profits.

- **Raising awareness of climate change issues among students:** *One Planet Academy in partnership with WWF-India*

One Planet Academy is an innovative platform for environmental education. Launched in 2019, it is a joint venture between Capgemini and WWF-India that promotes sustainability awareness and conservation practices within schools, homes, and communities across India.

The program connects educators and engages students through interactive learning resources to enhance knowledge about sustainability, and encourages conservation action among students, youth, and educators via high-quality digital content and online courses. It also provides learning and assessment tools to improve teachers' capabilities. Since its launch, over 787,000 students have benefited from this program.

- **Environmental education for children:** *The ECO Summer School, Romania*

In Romania, Capgemini supported the fourth edition of the ECO Summer School in 2024, an inspiring project by Asociația Nature Talks that provides environmental education for children aged 7–11 in Bucharest. Over 250 children learned how to reduce food waste, sort waste correctly, and be energy efficient. Since the workshops were held in the Botanical Garden in Bucharest, the children had the opportunity to spend time outdoors, as they also planted flowers in biodegradable pots.

This project is part of the Environmental School, a national environmental education program for children in Romania. Nature Talks lecturers travel around the country with a trolley full of games, models, and experiments, engaging young people in discussions about pollution, food waste, separate collection, and energy efficiency. The program offers free, interactive environmental workshops, teaching children about responsible water consumption, waste separation, and food waste reduction. It aims to empower children to become future environmental champions. Since its launch, over 30,000 students in Romania have participated in these interactive environmental workshops.

3. Our commitment to green skills for our own employees

As well as our commitment to embedding green skills among global youth, we're also striving to create a culture of sustainability action within Capgemini. Our approach to mobilizing our people includes programs focusing on awareness, education, and empowerment.

In 2022, we launched our virtual Sustainability Campus to accelerate the knowledge of our global workforce on sustainability. It was created to centralize sustainability learning and offers specialized training focusing on specific roles, as well as industry-specific training modules and deep dives on key topics.

Internal certifications are awarded to employees who meet the course requirements. For those needing more in-depth sustainability training, specific extended programs have also been launched, with external university programs from the University of Exeter, UK; Stanford University, US; and ESSEC University, France.

The Sustainability Campus has gone on to become an award-winning resource, providing employees with a comprehensive learning hub, and we have made the Sustainability Awareness module mandatory to all employees.

3. Capgemini and UNICEF: Driving change together

We began collaborating with UNICEF during the COVID-19 crisis, when we supported efforts to help ensure equitable access to vaccines and treatments around the world. Since then, we have supported various initiatives including the humanitarian response efforts in Ukraine and UNICEF's Global Coalition for Youth Mental Health open letter calling for investment.

In 2020, Capgemini India became a founding partner of YuWaah, a UNICEF-initiated multi-stakeholder global platform which helps young people develop critical 21st-century skills and drive change in their communities.

At the end of 2023, we became one of the first private partners to support UNICEF and Generation Unlimited in the Green Rising initiative. This aims to open up new pathways to bring green skills to under-resourced communities, harness

the passion of young people to engage in solutions to address climate change, and foster sustainable, inclusive growth.

In 2024, Green Rising surpassed its initial target of helping over 10 million youth address the climate crisis. The new goal is to reach 20 million changemakers worldwide by 2026.

Here are some of the highlights of our partnership in 2024:

- In Brazil, we supported youth activations in tree planting, plastic cleanup, recycling, water conservation, and flood response.
- Through our support for India's YuWaah initiative, we helped develop the MeriLiFE platform to support youth in energy conservation, reducing single-use plastic, and promoting sustainable food systems.
- Yoma in Africa offers green-specific opportunities for social impact learning-to-earn initiatives, including water monitoring and river cleanup efforts.

Aiman Ezzat, CEO, Capgemini, active member of Generation Unlimited's Board

Our collaboration with UNICEF was further strengthened in 2024 with the appointment of Capgemini CEO Aiman Ezzat to the board of Generation Unlimited. This appointment reflects our ongoing commitment to upskilling youth and expanding pathways to employment.

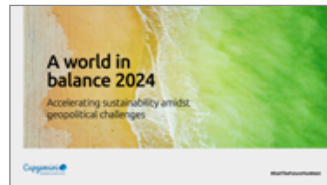


“Nobody is more affected by climate change than those young people whom we are trying to help because they are the ones who will have to deal with the issues that our generation, and the previous generation, have created for them. Green Rising is about enabling these young people to find solutions for the future.”

Aiman Ezzat

CEO, Capgemini, speaking at Generation Unlimited's
Global Leadership Council meeting in New York in 2024

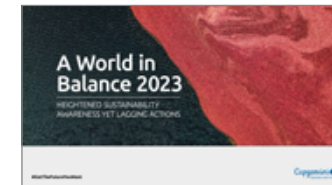
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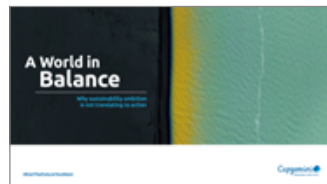
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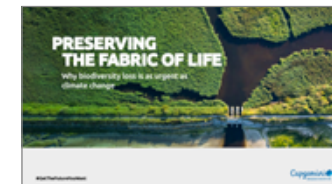
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About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, generative AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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About Generation Unlimited

Launched by the UN Secretary-General at the 2018 UN General Assembly, UNICEF's Generation Unlimited is a leading global Public-Private-Youth Partnership on a mission to skill and connect the world's 1.8 billion young people to opportunities for employment, entrepreneurship, and social impact. The partnership brings together global organizations and leaders including Heads of State, CEOs, Heads of UN agencies, and civil society champions with young people to co-create and deliver innovative solutions on a global scale.