The Green Wage Premium

Does it Pay to Move into a Green Job?

Policy Paper

THE ADECCO GROUP

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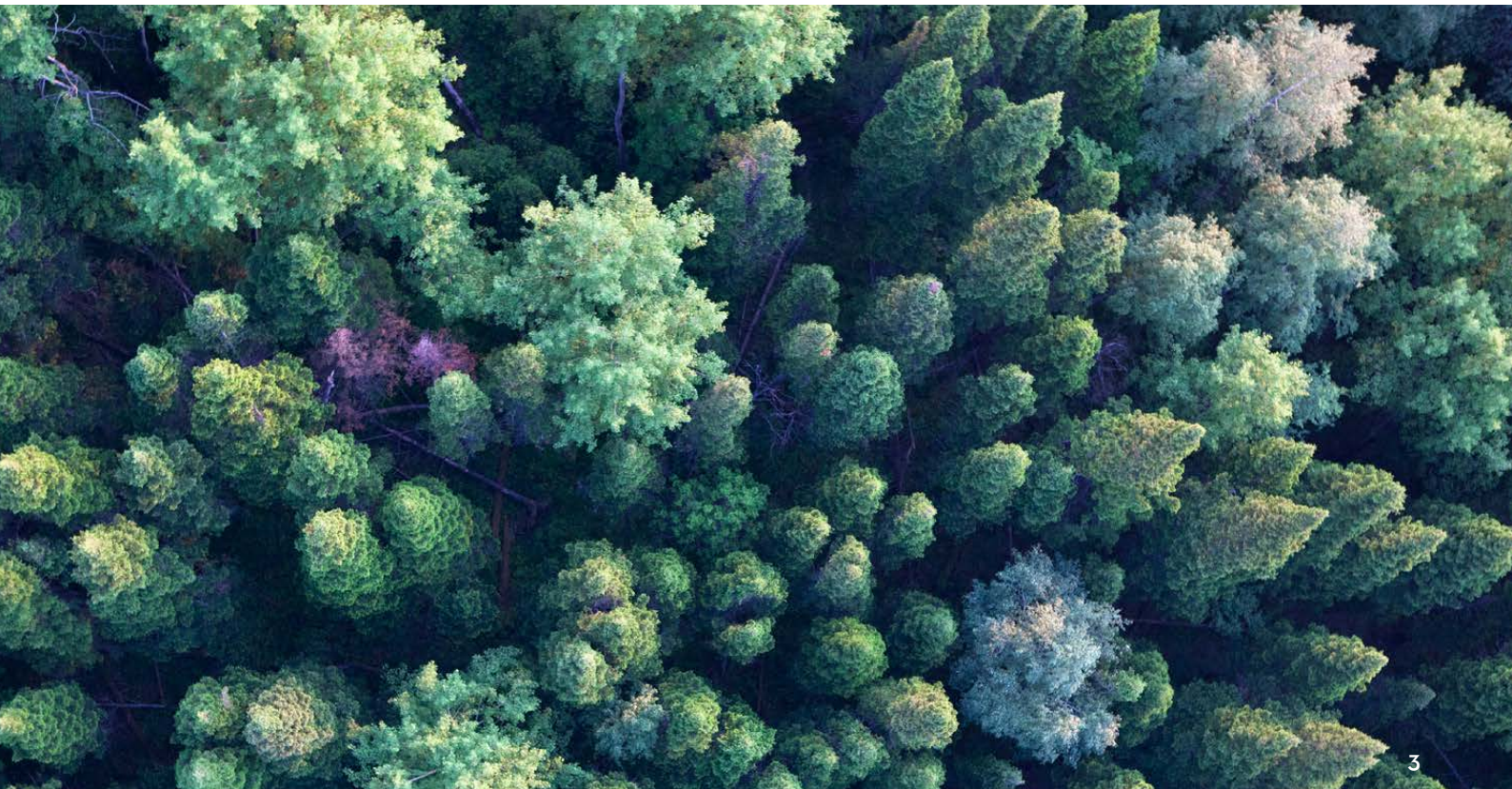
Contents

Executive Summary

- Workers moving to Green Jobs may face a pay cut despite their expertise. Overall, the median Green Wage *Gap* is **-0.46 percent**. Although this gap is modest overall and masks large variations across the countries, occupations and job complexities assessed, it does indicate that the urgency of Climate Change - and notably the Talent challenge related to its mitigation(!) - is not reflected in base Wages.
- The high variations on Green and non-Green Wage on both occupational and complexity level indicate labour market inefficiencies. This reduces opportunities for changing jobs without meeting (significant) additional competency thresholds. Increased awareness of Green Sectors, Jobs and Skills – and the corresponding Wage levels - would support employers and workers to bargain better for comparable jobs across Green and non-Green roles.
- Staying in the same occupation while transitioning between Green and Non-Green sectors strongly impacts one's Wage both in a positive and negative manner. Although there are important variations across different countries and occupations, the overall Median variation observed is 16 percent! These extensive difference between Wages points toward market inefficiencies that hamper a job transition from Non-Green to Green Sectors.

  Yet, even though the slight overall negative trend stands out, there are opportunities for people to Go Green. Investment Managers in Canada, Australia, and India could see an income rise of 12% or more when moving to a Green sector. 'Going Green' for Marketing Managers in Australia, France and the UK might well increase Wages from 9% to 15%. Most importantly High Complexity roles like Sustainability Consultant or Cleantech Manager can yield significant gains over high complexity roles overall.
- What holds true for the whole labour market, most certainly applies for Green Skills. Generally, workers in lower complexity jobs make relatively much less than other workers with the same skill background. For them to gain from changing to a Green Job they need to train and upskill towards a medium or high complexity job. This underscores the hurdles low skilled workers face and highlights the significant labour market and skilling challenge Societies face when low skilled jobs in high-greenhouse gas emitting sectors decrease.
- For Medium Complexity Green Jobs the labour market appears to function better than for Low and High Complexity Jobs. The Overall Green Wage Gap for this Group is –1 percent with relative lower deviations (4.6%). The largest Premiums are observed in Canada, Italy and Australia.
- Highly specialized Green Jobs yield the best Green Wage Premium vis-à-vis non-Green specialized jobs. No Green Wage Gaps have been identified for this group. Overall a 22 percent Green Wage Premium is observed.
- European Union countries in the analysis perform worse than the other countries in this report. Our analysis uncovers larger Green Wage Gaps and Lower Green Wage Premiums in all complexity categories compared to the other countries.



Policy Recommendations

The capacity and value to reduce carbon emissions and to mitigate the impacts of Climate Change should be better represented in Wages and other remuneration. Labour market policymakers, including social partners, should more actively integrate Climate Change in setting Wages to ensure above value is properly recognized and accounted for.

A potential rise in (relative) labour costs for sustainable businesses, sectors and work should be compensated in part by Public Fiscal Policies and Incentives to reduce and mitigate Climate Change.

Re- and upskilling efforts should be further strengthened by creating focussed incentives that target those workers that can benefit most from gaining Green Skills.

To support the greening of the economy, a focus on labour market and wage policies is increasingly urgent for workers in the lower end of the competencies spectrum to reduce labour market polarisation across income levels.

All Policies and Measures should be thoroughly supported by quality and easily accessible labour market information on what Green Skills, Jobs and Sectors are.

1. Introduction

Climate Change is a critical issue with far-reaching impacts. Global temperatures have risen by 1.2°C since pre-industrial times, leading to melting ice caps and rising sea levels. Extreme weather events, such as hurricanes and wildfires, have increased in frequency and intensity. Addressing Climate Change is essential to protect Ecosystems, Human Health, and Food Security. By reducing greenhouse gas emissions and transitioning to renewable energy, we can mitigate these effects.

Mitigation rests on the availability of the competent talent for all the businesses and industries involved. Curbing and cushioning Climate Change is predominantly a Human endeavour, before anything else. And as we establish, Human Resources are a major bottleneck in all these efforts.

The Adecco Group, as the worlds' leading HR-solutions provider, is a partner to businesses, workers and governments seeking to make the change and work towards carbon-neutrality and sustainable productivity. Always taking the Talent angle, this report dives into a key dimension of worker motivation and job attractiveness: **Wages**.

Does it pay to move into a Greener role; a role that contributes to a more sustainable environment and net-zero economy? Is there an incentive to move into a different (more sustainable) sector or by investing in skills yielding more sustainable outputs? Or – potentially - is there a detrimental trade-off between doing what is right for the environment in the long-run and making ends meet in the short run?

Answering these questions is complex: indeed, what are Green Sectors, Jobs and Skills?! As any analysis, we stand on the shoulder of giants. Research by the OECD (2024), O*NET (Dierdorff, 2019) and CEDEFOP (2019) have paved the way for the findings in this research. In close collaboration with Talent Intelligence Platform Draup, we shaped a methodology to map Green Jobs across levels of complexity and asses their respective Wage levels.

Based on this analysis[1], we find that Wage-premiums in Green roles are highly diverse across countries and levels of job requirements ('job-complexity'). Overall, it appears that there is no clear incentive to move into a Green Job. In fact, overall, advertised Wages of Green Jobs in the countries assessed for this report are 0.46 percent lower. Hence, the main conclusion is that Wages in a Green Job do not reflect the urgency of a changing Climate situation with the corresponding detrimental effects on people's environment and livelihood. In short, working in Green more often than desirable involves a pay cut vis-à-vis occupational peers. That is an issue: doing a job holds of course vastly more value than Wages alone, but the world cannot afford the Green Transition to be dependent on good intentions and philanthropy alone. Working in a Green Job needs to be competitive to be attractive, also on the Wage front.

These findings should prompt policymakers primarily and social partners secondly, to find the net-zero capacity of a jobs part of value the human resource involved. At least to be competitive within an occupational field, vertical and/or sector; but potentially dedicated Wage support measures should promote the attractiveness of working in a Green role. These dedicated incentives currently often lack. Fiscal supports are now targeted towards the demand for Green Jobs by (promoting innovative solutions and reducing emissions on the one end) and supporting lifelong learning towards more Digital and Green Skills. As such, this latter incentive is indirect supporting a job change, but it does not incentive higher Wages for Green jobs.

1 More information on the Methodology can be found in the Annex.

2. How Much do Green Jobs Pay?

We assess Wage differences between Green Jobs and non-Green Jobs in two ways. First, we address how – within broad occupational categories (for example 'Project Manager', 'Finance Manager' or 'Data Analyst') - the Wages of those performing that role within a Green vertical differ from the overall Wages for that broad operational category. Secondly, we have identified a set of Green occupations across various levels of complexity (a function of seniority, (Green) Skill requirements, decision-making competence etc.) and have compared them to overall country Wage figures. The first approach maps the Wage incentives to move towards a Green function within one's occupational field; say, for example, to move from a role of 'Business Analyst' to an 'ESG Reporting Analyst'. The second approach identifies the value of Green Skills across various levels of professional requirements; or 'job complexity'. This second approach identifies how labour markets value Green Skills across segments of competency, proficiency and seniority. Thereby recognizing that educational attainment in isolation insufficiently captures the reality of labour market demand.

a) Green Wages in the Occupational Context

Table 1 shows the percentage difference between the Green Jobs within a particular occupational field and the Wages of the occupation field overall. These findings show that within occupational fields within countries it is not straightforward that a transition to a more sustainable economic activity, industry or sector can contribute to Wage growth. Quite the opposite, overall, the incentive is negative as it results in a Median Green Wage gap of -0.46% (varying per country from -8% to 6%). Thus, people that might be drawn towards leveraging their pre-existing occupational competences, skills and expertise in a more sustainable part of the economy might very well be confronted with a pay cut if they do so. It must be said that these aggregate figures highlight significant variations across occupations and countries. Per that high variety, improved Wage and labour market efficiency and transparency could level the sectoral (sometime significant) differences in Pay for comparable roles.

The table below identifies a set of occupations are present in Green as well as non-Green Industries. Through the assessment of job-advertisements and -descriptions, mean occupational Wages of said functions are compared to the mean of those occupations within 14 Green activities. This identifies the Wage opportunity for the existing workers to move into a Greener job without the need to extensive (re-)training.

Job role	AU	CA	FR	DE	IN	IT	NL	ES	UK	USA
Account Executive	-9,4%	-6,1%	-7,6%	-5,1%	0,0%	-6,2%	-29,9%	-29,8%	-17,6%	-3,0%
Arborist*	-20,0%	4,8%	-29,5%	-22,5%			-0,9%	18,1%	58,7%	35,2%
Cleantech Manager	27,4%	45,8%	31,5%	11,6%	73,6%	18,9%	16,2%	29,2%		
Climate Sustainability Officer	34,9%	52,2%	57,3%	18,8%	84,5%	19,9%	22,0%	30,0%		
Data Analyst	5,6%	5,9%	-6,5%	9,9%	-3,8%	3,6%	-4,5%	-4,5%	-4,1%	0,3%
Environmental Engineer	5,4%	19,8%	-15,9%	15,3%	46,3%	5,9%	0,8%		5,4%	14,9%
Finance Manager	-7,7%	18,8%	-22,0%	-15,0%	-2,2%	13,1%			-5,2%	-5,5%
Gardener*	-32,7%	-45,9%	-38,5%	-34,9%	-16,7%	-13,7%	-17,5%	-13,5%	23,1%	-28,0%
Horticulturist*	-13,1%	-2,2%	-15,3%	-9,5%	-1,5%	7,9%	-7,3%	-2,2%	34,4%	18,4%
Human Resources Manager	-2,7%	2,6%	6,5%	-9,3%	1,7%	-12,5%		6,7%	1,8%	0,3%
Investment Manager	14,9%	23,4%	3,1%	-6,8%	12,3%	9,0%		-15,8%	-13,3%	-2,5%
Logistics Specialist	4,3%	12,0%	-16,8%		23,9%	7,8%			9,3%	0,6%
Maintenance Manager	12,0%	-3,3%	-1,4%	-6,8%	25,0%		-21,1%	-21,1%	-5,3%	-5,6%
Marketing Manager	10,7%	0,2%	9,0%	-7,1%	-6,3%	6,2%			-13,2%	-7,7%
Mechanical Engineer	-5,1%	2,6%	-11,6%	7,4%	7,5%	-2,7%	-7,4%	-7,4%	2,3%	1,9%
Process Engineer	4,6%	26,0%	-9,0%	-0,8%	-3,4%	-4,1%	8,6%	20,8%	2,4%	0,8%
Project Manager	10,3%	3,8%	-6,0%	-2,7%	-8,6%	3,4%	-1,5%	-5,8%	-3,7%	0,2%
Repair Manager		-16,1%	-7,0%		9,9%			3,6%	-10,3%	
Sales Manager	-0,4%	-2,3%	-1,3%	3,1%	-3,7%	6,5%	-6,1%	-3,9%	5,0%	-2,3%
Software Development Engineer	7,3%	-0,7%	-3,9%	-5,3%	-6,9%	0,5%	-3,6%	-2,9%	1,4%	-2,2%
Sustainability Consultant	0,8%		-14,6%	17,2%	24,3%	21,3%	3,9%	4,8%	15,0%	19,9%
Transportation Engineer	-11,1%	20,0%		4,1%	-7,6%				1,7%	-3,0%

Table 1: Green Wage Premium & Gaps by Occupational Fields.
* Indicate that the role has been compared to the national wage corrected for relative earnings by educational attainment.

There are significant variations amongst countries and occupations alike, as we identify very large gaps that are both positive and negative. A 'Green' Investment Manager in Spain is rewarded 15,8% less than his or her non-Green peers. On the other hand a Finance Manager in Canada earns 18,8% more than non-Green peers. Green Skills are thus appreciated very differently. Notably "Cleantech Managers" and "Climate Sustainability Officers" do particularly well with cross country median Premiums of resp. 28% and 32%). Yet, the large variation between the Green Wage gaps suggests that the market for Green Skills is still very much in motion, and that the appreciation of these Green Skills has not consolidated across the labour market. Also, further research could reveal key other job dimensions notably the location difference between comparable Green and non-Green jobs as well as other remuneration components and working conditions. Still, these large varieties thus contribute to uncertainty for workers to consider a job change towards the Green Economy.

Occupational Green Wage Premiums and Gaps per Country

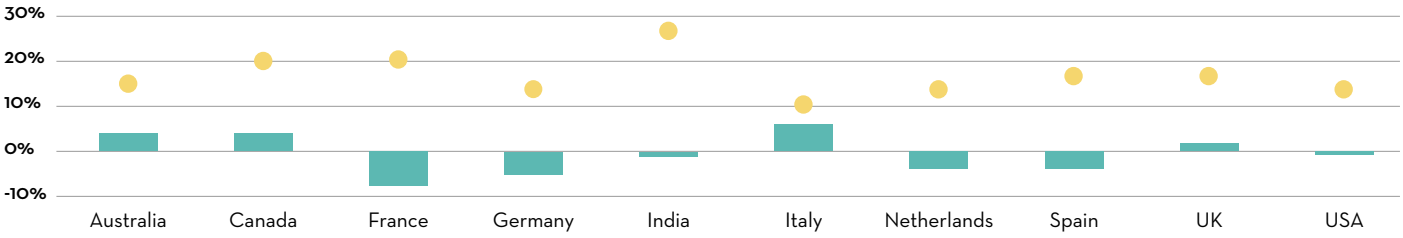


Figure 1 - Green Wage Premiums and Gaps per Country

In Australia, Canada and Italy, the overall incentive for working in a Green sector are highest. Still the median Green Wage Premium is modest, ranging between 4% to 6%. In Spain, Germany, the Netherlands and France the median incentive ranges between -3% and -8%. Yet, as Figure 1 shows, the most striking differences are within occupational fields rather than across countries. Countries where Green sectors overall have relative higher Wages, the variations (the differences between the average occupational Wage and the Green job family Wage) tend to be lower. This would indicate a convergence of Wages between Green and non-Green economic sectors, and more efficient infra-occupational transitions between Green and non-Green industries.

The most striking differences are within occupational groups. Spanish or Dutch Account Executives considering a job change into a Green sector might be confronted with a pay cut of 30%! While in Canada and Australia an Investment Manager moving into a Greener sector might improve his or her Wage by over 15%. These variations are large (see Figure 1); on average 16% across the 10 countries. This means that moving from Green to non-Green or the other way around tends to seriously impacts one's Wage - positively or negatively. While acknowledging that labour markets differ significantly, the findings show that overall Investment Managers, Marketing Managers and Logistic Specialists have most to gain when they transition into a Green sector; while Account Executives, Mechanical Engineers and Software Developers stand to lose if they 'go Green'. That said the potential pay rise for the first group is slightly higher than the pay cut for the second group. And again, this highly differs per country.

b) Green Wages by Job Complexity Level

The next dimension of the analysis focusses on the various aggregate levels of job complexity. This sheds light on the Green Wage Premium or Gap in the various segments of the labour market. This analysis is crucial to see to which extent workers of all competency levels are incentivised to transition between jobs, not just inside their own occupational field but also within segments with comparable skill & competency requirements. These insights further identify the functioning of the labour market for Green Skills and Jobs and to which extent it makes sense for low, medium and high skilled workers to change to a Green job within their respective competency background. For this we look at the complexity of the job which combines job requirements in job descriptions on educational background, skills & competency, responsibility, and seniority to arrive at three levels of complexity: Low, Medium and High. These are then compared to their respective segment averages.

The findings, as expressed in Figure 2, most that notably highlight that significant Green Wage gaps (-6%) exist for Low Complexity Roles; while significant Green Wage Premiums (22%) exist for High Complexity Roles, which indicates that lower skilled workers have less to gain from moving to a Green Job within their skill range. For them to benefit most they will need to skill up towards more complex roles in order to combine a Green Job with higher base-pay. Notable exceptions are the USA and the UK, but even in Canada where Medium and High Complex Green Jobs are relatively well valued, the Premium for Low Complexity roles is negative. The gap between High and Low is further amplified because High Complexity Skills and Competencies are more easily transferable. This means that the thresholds for higher skilled workers to transition to a comparably complex Green Role is lower. Thus, the Green Wage Premium for highly specialized workers is more easily attainable with relatively fewer additional re- and upskilling required.

Green Wage Premium and Gaps by Job Complexity

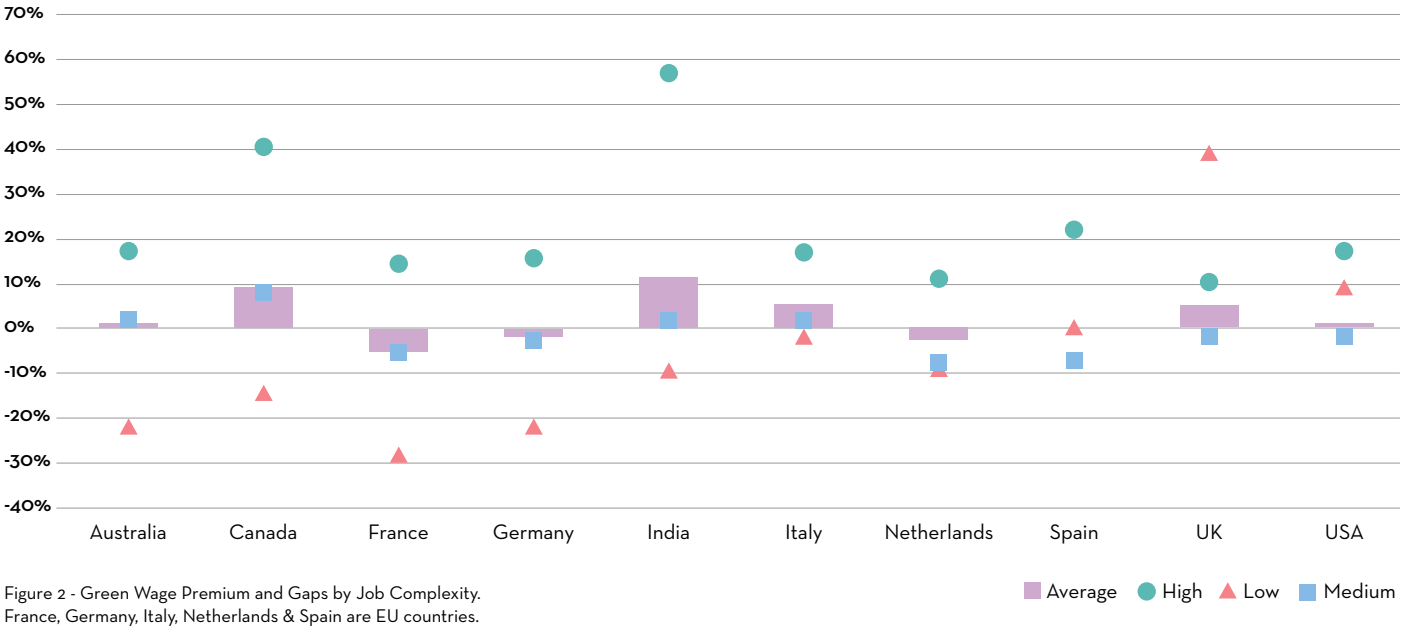


Figure 2 - Green Wage Premium and Gaps by Job Complexity. France, Germany, Italy, Netherlands & Spain are EU countries.

Overall, Green Medium Complexity roles in Canada and Italy are better rewarded than comparable complex roles, while in France, Spain and the Netherlands rewards are lower. Overall, the medium roles have slight negative Premium (-1%) but this mask the high variance across countries. A particular high overall incentive (22%) exists for High Complexity Roles, most notably in India (57%), Canada (40%) and Spain (21%). From a regional perspective, it appears that European Union countries assessed tend to value Green Jobs less than Australia, Canada, India, the US and the UK (Figure 3).

Green Wage Gaps & Premiums in the EU by Complexity

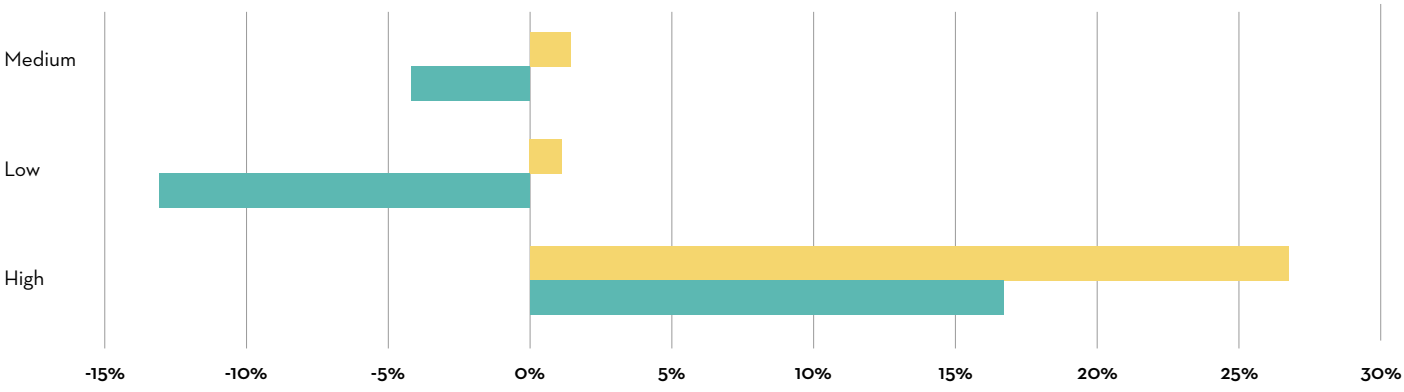


Figure 3 - Green Wage Gaps in the EU by Complexity. France, Germany, Italy, Netherlands & Spain are EU countries.

Above findings are worrying. They indicate that especially lower skilled, blue collar workers currently clearly do not profit from being in or moving into a Green Job. While Medium and High Skilled workers in select countries only have limited Wage advantages. As such, this implies that so far the Green Skills transition is beneficial for higher skilled workers only. The OECD (2024) has identified the issue already, indicating that low skilled workers will require the most (re-)training to meet the requirements of (new) Green(er) Jobs. This is further amplified by the OECD finding that many low-skilled workers in high greenhouse gas emitting sectors have relative high Wages. The investment of training new skills as well as the high potential for a Wage-cut when looking for a job in a more sustainable occupation and/or sector, is a steep threshold for workers that needs to be addressed.

3. Conclusion: Are Green Wages Competitive?

Through a labour market lens this report looks at the Climate Crisis and the social and economic change needed for its mitigation. It investigates the positive or negative incentive for workers to transition into a Green Job and/or acquire Green Skills: The Green Wage Premium or Green Wage Gap. It looks at Occupational fields and Job Complexity through the lens of Job descriptions and their respective advertised Wages. For this analysis, ten countries are being assessed.

The main finding is that the Wage incentive to 'Going Green' professionally is highly variable per skill level, country and occupational field. As such, it is highly complex for workers to determine whether it makes sense for them to shift to a Greener Job or a Greener Industry, for sustainable employers to set Wages, or for labour market policy makers to identify the need for policies, guidance and regulations. Although there is increasingly an advanced understanding on what Green Sectors, Jobs and Skills are, this information is insufficiently paired with the remuneration dimension impeding overall labour market transparency, functioning and notably the transition towards an economy capable of containing Climate Change.

Secondly, across all these variances there is a modest Green Wage Gap of -0.46%. Hence, Green Wages overall aren't competitive or uncompetitive, per se. Most importantly, Green Wages are not competitive vis-à-vis the role Wages among other factors are due to play, namely trigger Innovation and Productivity. Interpreted further, the value of a remuneration as a contribution to less greenhouse gas emissions is not reflected in base pay levels. As cost-of-living issues continue to impact many lives and households across the world, taking a pay cut to be in a Green Job is a step, or rather a sacrifice not many are willing to take. It further leads to the assumption that Wages in un-sustainable Jobs insufficiently account for Climate related risks.

Thirdly, a significant Green Wage Gap exists for Low Complexity Jobs, while a significant Wage Premium exists for High Complexity Jobs. This means that workers in Low Complexity Green Jobs earn less than workers with average Wages in "general" Low Complexity Jobs in their respective country. This is concerning as skills in lower skilled occupation cannot be easily deployed elsewhere. In addition, Low Complexity Roles are expected to be more heavily impacted by the Green Transition as these are disproportionally represented amongst high greenhouse gas emitting sectors. The best way for workers with lower educational and competence backgrounds is to skill up rather than transition across comparative levels of job complexity. All in all, this amounts to a significant challenge notably for the segment of workers that currently receive the least amount of training.

Annex:
Mapping Green Jobs across Job Complexities - Methodology

For this analysis, The Adecco Group and Draup developed a proprietary model to identify the Green Wage Premium; the percentage difference between a 'select role' deployed in the Green Industry and a similar role deployed at a broader level agnostic of a specific industry across respective geographies. To identify the Wage Premium, first a Green Job Family was identified within a broadly defined occupational field ('e.g. 'Project Manager', 'Sales Manager', etc.). Secondly the role's complexity was assessed to be able to differentiate Green Wage premia based on the role requirements (skills, competencies, responsibilities, etc.). Below the two steps are further elaborated. Finally, the method to identify the Wages of the Jobs is detailed.

Identifying the 'Green Job Family'

The determination of Green Jobs is a complex exercise. If we broadly define a Green Job as a Job that contributes to the reduction and/or transparency of carbon-emissions, we enter into a complex nexus of sectors and skills. Generally, two ways exist to arrive at a list of Green Jobs; either taking a bottom-up approach: looking at sectors that empirically lower emissions or looking at specific skills and tasks within the requirements of a job and their respective contribution to lowering emissions. Important to note is that there is no international consensus on what a Green Job or Skill actually is. With that said extensive international research and existing maps d of Skills, Competences and Occupations provide a significant head start and convergence on Green Job & Skills definitions (CEDEFOP, 2019) (Dierdorff, 2019) (OECD, 2024).

For the purposes of identifying the Green Wage Premium we have identified a series of Green Jobs and carved out a 'Green Job Family' within broadly defined 'Job Role Categories'. Identifying the Green Job Family involved analysing 30.000+ Skills to arrive at 300+ Green Skills[2] across 14 verticals[3]. These verticals can exist within several different sectors and industries. By identifying these Skills within over 400 million job descriptions sourced from vacancies and public professional profiles, the Green Jobs Family were identified as part of the broader Job Role. This allowed to identify to which extent a Wage difference exists between an Occupation in the Green Job Family and the overall Job Role and/or other Wage statistics. Concluding, building on international Green Job and Skills mappings, we define a Green Role through a lens of skills and verticals, assuming that a combination of skills, competences and verticals reduce this emission.

Identifying the 'Job Role Complexity'

In identifying a Wage incentive related to a (assumed) role's impact in reducing carbon emissions must include a competency lens. Indeed, mapping Wage incentives across a Job's requirements in terms of skills, competences, knowledge, experience and/or responsibilities allows to identify Wage incentives and premiums across the complexity range. This provides a more granular understanding of where these (negative) incentives might exist; and how this could possibly impact job-searches, corporate Wage-setting and labour market decision making. And, hence, where on the labour market potential social partner or policymaker intervention is warranted.

The Adecco Group and Draup have mapped Jobs across three 'Complexity' levels: Low, Medium, and High. Arriving at the Complexity level the following dimensions of job requirements were assessed and weighted: Level of Green Domain Expertise (weight: 30%), Decision-making Authority (20%), Degree of overlap with the Green Skills Library (20%)[4], Operational Scale on Environment Impact (15%), Specialised Training Needs (5%), Stakeholder Engagement (5%), Educational Qualification Requirements (2.5%), and Knowledge of Regulatory Frameworks (2.5%). This results in the identification of archetypical Green Jobs across the three levels of Complexity. Taking this differentiated we can provide relevant insight for all segments of the labour market.

2 The full methodology applied to this report can be accessed by contacting The Adecco Group Public Affairs Team.

3 These verticals are: Climate Change & carbon management, Energy & power systems, Environmental and Ecological Assessment, Environmental Science and Monitoring, Green Finance and Investment, Green Technology and Engineering, Resource and Waste Management, Hydrogen and Renewable Fuels, Infrastructure and Urban Planning, Policy and Reporting, Risk Management and Compliance, Sustainability and Environmental Management, Technical and Operations Efficiency, Water and Irrigation Management.

4 Blue-collar professionals may have <5% Green Skills overlap but have a high level of proficiency in their profession. E.g., a Gardener may have high-level expertise in the field but a <5% Green Skill overlap.

Low Complexity Roles	Medium Complexity Roles	High Complexity Roles
Arborist	Hydrogen and Biofuels Manager	Transition Net Zero / Renewables Consultant
Aquatic Habitat Restoration Worker	Renewable Energy Financial Manager	Transition Net Zero/Renewables OEMs Consultant
Composting Worker	Sustainability/ESG Data Analyst	Green Hydrogen Process Engineer
Food Wastage Manager	Sales and Marketing Manager Green Products (Environment Protection)	Wetland Restoration Ecologist
Gardener	Environmental Educator	Sustainability Consultant
Green House Assistant	Net Zero Cloud Account Executive	Solar Construction Design Engineer & Operations Professional
Horticulturist	R&D Packaging Sustainability Manager	Aerospace & Renewable (Wind, Fuel Cell, Solar.) Energy Consultant
Landfill Operator	Environmental Project Manager	Climate Risk Specialist/Climate Change Manager
Pest Management Worker	Reverse (Green)/Sustainable Logistics Specialist	Carbon Capture Specialist
Pollinator Garden Designer	Investment Manager - Renewable Energy	Decarbonization & Net Zero Engineer
Rainwater Harvesting Worker	Green Recovery Repair and Maintenance Manager	Green Transportation Advisor
Soil Health Worker	Mechanical Engineer-Commercial Manager (Green Hydrogen)	Petroleum Sustainability Engineer
Tree Planters	Software Engineer, Climate Risk (ESG)	Renewable Energy Subject Matter Expert/ Specialist
Waste Collector	Solar Photovoltaic Design Engineer	Decarbonization Project Coordinator| Green H2, BESS, Electric Boilers & EV Charging Stations
Wildlife Rehabilitation Assistant	Green Finance Specialist	Solar Engineer
Wildlife Survey Assistant	HR Manager-ESG/Sustainability	Hydrogen Specialist

Table 2 - Green Jobs across levels of Complexity

Identifying Wages

For this report we only look at the primary Wages and we do not consider secondary or tertiary entitlements and / or benefits. Although this limits a comprehensive assessment of employment incentives, it does address the single most important worker incentive: base pay.

Analysing the wages of the various job groups and occupations addressed in this report is done using data from job posting, self-reported wages on social job boards and publicly presented wage statistics. Roles are the clustered and standardized based on to job description similarities. For these Jobs and Job Categories a base pay is identified for the geographies addressed in this study based upon regression analysis of wage data from the last 24 to 36 months. To arrive at the overall comparative wage for Low complexity jobs, the national average adjusted for country averages for earning by educational attainment.

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About the Adecco Group

The Adecco Group is the world's leading talent company. Our purpose is making the future work for everyone. Through our three global business units - Adecco, Akkodis and LHH - across 60 countries, we enable sustainable and lifelong employability for individuals, deliver digital and engineering solutions to power the Smart Industry transformation and empower organisations to optimise their workforces. The Adecco Group leads by example and is committed to an inclusive culture, fostering sustainable employability, and supporting resilient economies and communities. The Adecco Group AG is headquartered in Zurich, Switzerland (ISIN: CH0012138605) and listed on the SIX Swiss Exchange (ADEN).

About Draup:

Draup is a leading Talent Strategy Platform that delivers multi-dimensional global labour market data to drive enterprises' Workforce Planning, Recruitment & Transformative Skills Architecture initiatives. Draup supports HR Leaders in optimizing their workforce strategies by helping them address evolving workforce needs, assess global talent & peer group landscape, and design career paths for long-term success. With real-time access to granular data and personalized insights, Draup empowers customers with actionable intelligence & recommendations to strengthen their talent strategies.

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