

Future of Energy

Technology Adoption and Workforce
Readiness in Power & Utilities

March 2025

Enter



The better the question. The better the answer. The better the world works.

EY

Shape the future
with confidence

Four years ago, we sounded the alarm that while energy companies were making substantial investment in digital technology, they did not have a complementary plan to upskill their workforce to realize returns on those investments. In 2025, our EY Future of Energy survey shows how utilities have progressed their technology adoption and workforce readiness and illuminates new challenges ahead.

Amid increasing energy demand and continuing pressure to drive the energy transition, 40% of executives from the Power & Utilities (P&U) industry survey believe adopting new technologies will have the most significant positive impact on their industry. The vast majority (93%) plan to invest a “great deal” or “moderate” amount in digital technologies over the next five years.

However, when asked about specific core and emerging technologies, very few respondents feel these technologies have “met expectations.” Closing this investment-to-expectation gap is crucial as P&U companies strive to enhance efficiency and profitability.

To achieve meaningful results, these companies must establish clear, value-driven goals for their technology investments. They should also consider a two-track strategy for technology investments, with an approach that delineates core and innovation-focused tools and systems. Further, they must work to ensure the proper resources are dedicated to both in a manner that supports and strengthens short- and long-term performance.

As technology moves at light speed and investments soar, it will require a human-centered approach to maximize impact. Utilities must also work to ensure the workforce – whether company employee, contractor or third-party vendors – has the right skills to realize return on investment and connect the dots across the broader organization.



Technology investment critical to industry transformation

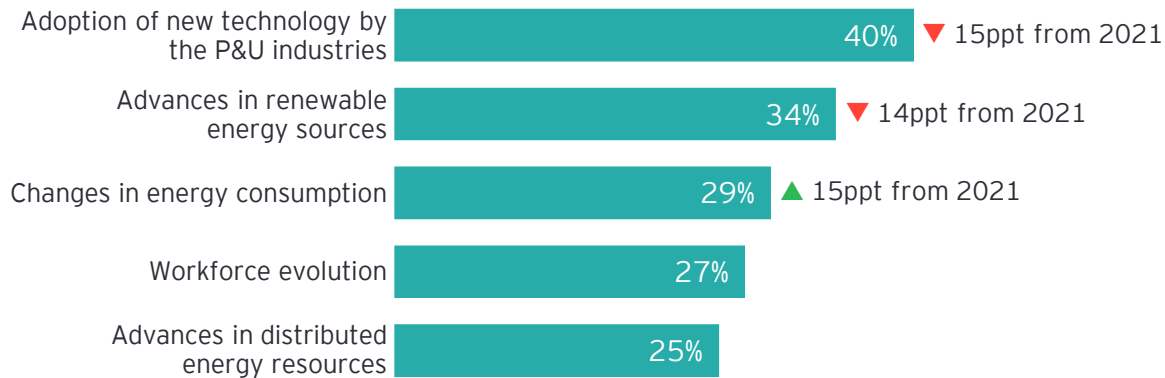
The P&U industry is [balancing a multitude of priorities](#). Electricity demand projections are growing significantly, electric and gas infrastructure needs to be modernized, regulatory demands and directives continue to grow, and customer and stakeholder expectations are evolving rapidly in a world focused on sustainability, reliability and resilience.

Technology adoption is integral to achieving these goals. P&U executives agree: 40% of executive respondents report adoption of new technology will have the most positive impact on their organization in the next five years. This is a 15-percentage point (ppt) drop from our 2021 survey, a harbinger that - while tech remains essential - changes in demand consumption are critical to an accelerating demand load in the years to come.

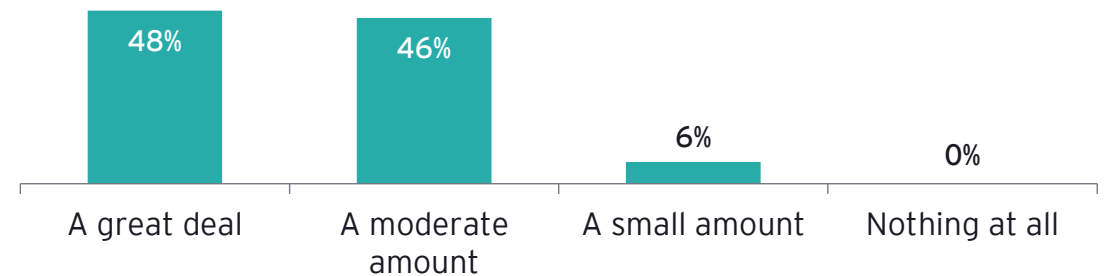
This sentiment illustrates the breadth of simultaneous disruptors in the sector and the inextricable link between tech and the other trends in our research. There is no question technology adoption is critical for success today and tomorrow, and nearly all (93%) respondents say they plan to invest a “great deal” or a “moderate amount” in digital technologies, yet 89% of respondents point to funding as a challenge to adoption.

There are other crucial barriers - competing priorities, available workforce, lack of vision clarity and leadership support - to technology adoption and by extension industry transformation. Industry executives will need to adjust their posture to enable and sustain the value from these investments and transform their companies.

Which trends will have the most positive impact on your organization in the next five years?



How much does your organization plan to invest in digital technologies to keep pace with these trends?



* Indicates new addition to 2024
 ▲ ▼ Indicates significantly higher or lower than 2021 at a 95% confidence level



Workforce skills are developing, but utilities are at maximum capacity

91%

Our ability to adopt digital technologies is a competitive advantage.

91%

Our ability to reskill as an organization will determine our success over the next five years.

This most recent survey reflects some promising trends in the P&U industry – 86% of respondents believe their workforce is agile enough to respond to changing business needs. This is supported by the number of respondents who say they have made meaningful gains in upskilling and reskilling since 2021 and are on track to continue this progress. Perhaps most importantly, 84% of respondents say they have a robust plan to reskill their workforce - a double-digit increase over 2021.

Yet, even with these improvements, workforce capacity constraints are materializing. With an aging workforce, a shortage of new talent entering the industry, complex energy systems requiring specialized skills and exponential growth in energy demand, it is more difficult than ever before to stretch the skills utilities have across their needs.

Skills gaps can impact operational efficiency as well as the implementation of technologies and transformative strategies like grid modernization. These efforts are essential to each company's ability to provide safe, reliable and affordable energy.

P&U companies clearly recognize the criticality of their workforce in achieving their mission as 91% of respondents report their ability to reskill as an organization will determine our success over the next five years.

Yet, recognition must be paired with action. Only 26% of respondents say they are currently retraining existing employees (while 31% expect existing employees to pick up skills on the job). Further, 78% say it is difficult to keep people with in-demand skills in their organization. Utilities need a comprehensive workforce strategy designed to solve for workforce capacity issues and skill gaps. Now is the time to create focus around continuous learning and upskilling as well as other workforce strategies across the organization.

The P&U industry is undergoing unprecedented transformation. By focusing on driving clarity on true strategic priorities for the organization, P&U executives can prioritize technology investments and help ensure they are paired with a holistic workforce strategy. With this strategic approach, the utility can fully realize the value of their advancements and investments.

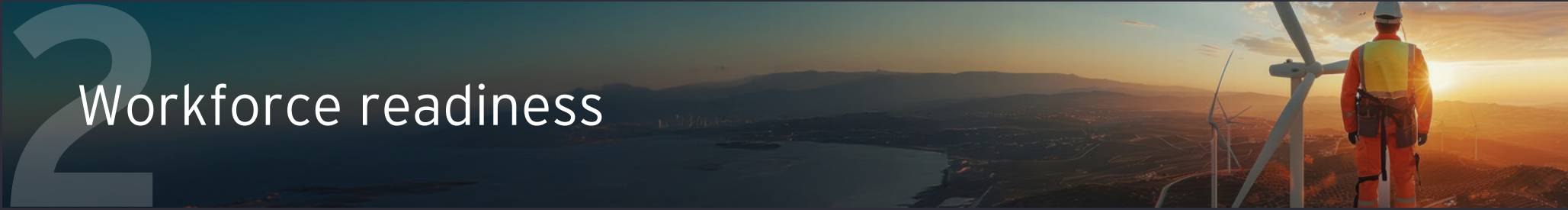


CONTENTS

1 Technology adoption



2 Workforce readiness



3 Maximum impact



4 Appendix



1

Technology adoption



Technology adoption

Workforce readiness

Maximum impact

Appendix

Peak demand

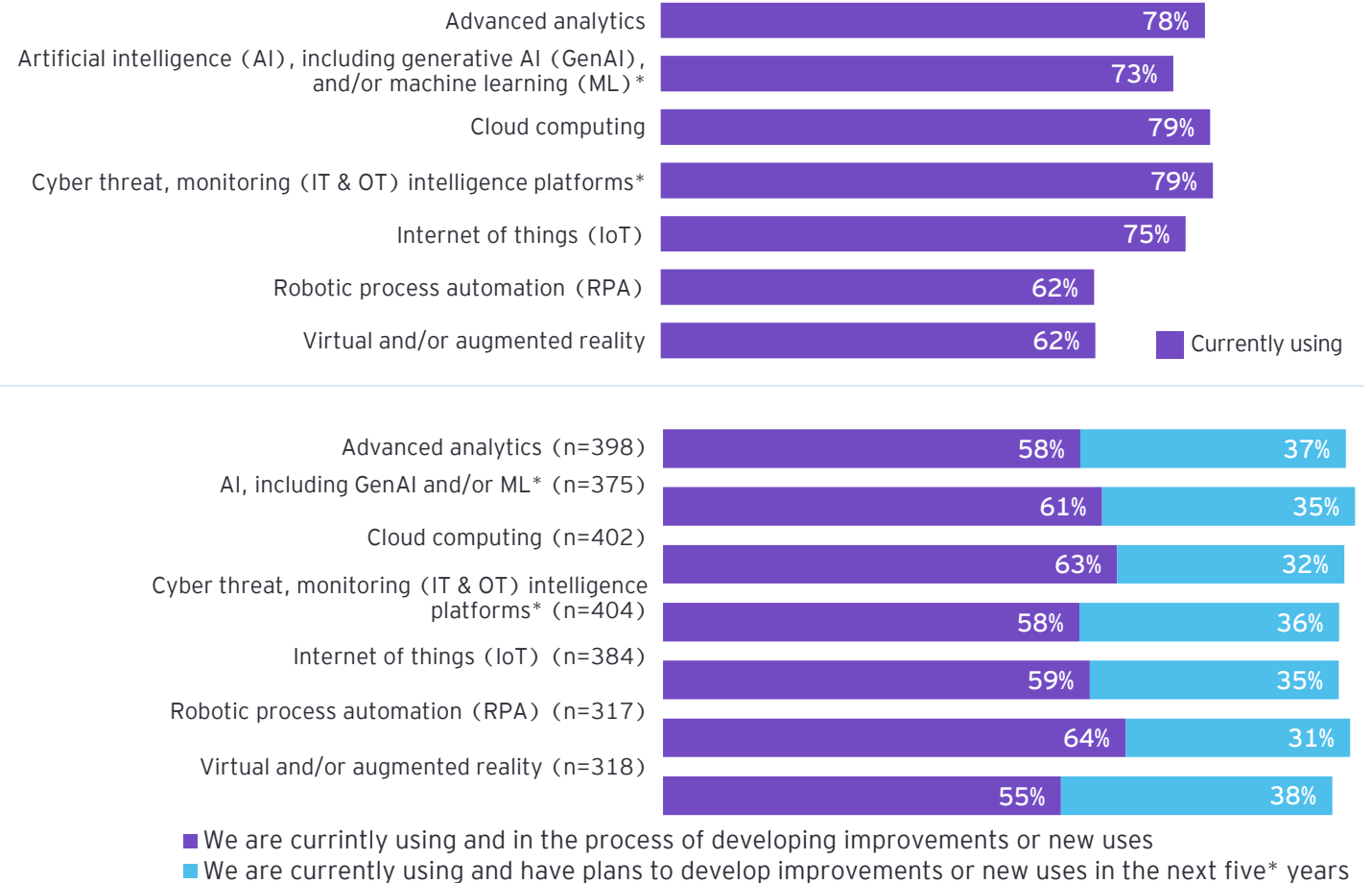
Driving focus to accelerate scale, value

With demand for energy products and services increasing, P&U companies are under pressure from customers, stakeholders and regulators. A recent 1%-2% increase in load growth has led to energy supply issues, prompting a rapid adoption of advanced technologies like Advanced Distribution Management Systems (ADMS) and Distributed Energy Resource Management Systems (DERMS) to enhance operational efficiency. This trend is expected to continue.

Technology adoption within utilities extends beyond core business units like Generation or Transmission. It spans nearly every single function, and many technology stacks are simultaneously implementing upgrades and improvements to enable additional capabilities, in “supply” realization efforts to strengthen customer engagement and overcome outdated systems.

As utilities navigate competing technology transformations, value realization results as a challenge. Respondents see securing funding for technology adoption as a major challenge (45%), especially as regulators or other stakeholders may lack familiarity with the technologies and question their strategic value. To effectively navigate this landscape, a clear vision and prioritization of technology investments are crucial.

Which technologies are you currently using, and what are your organization’s plans for them?



* Indicates new addition to 2024

▲ ▼ Indicates significantly higher or lower than 2021 at a 95% confidence level



Strategic clarity

Prioritizing with clarity is critical

Prioritization is essential for utility companies to create strategic clarity, ensuring resources, investments and efforts align with long-term goals and evolving industry demands. Perhaps, most importantly, it helps the workforce focus.

The survey results shine a light on an overwhelmed workforce – 88% of executive respondents say competing organizational priorities are a barrier to digital adoption and 84% say a central vision of the organization's future is a barrier – a 15ppt jump from our 2021 survey.

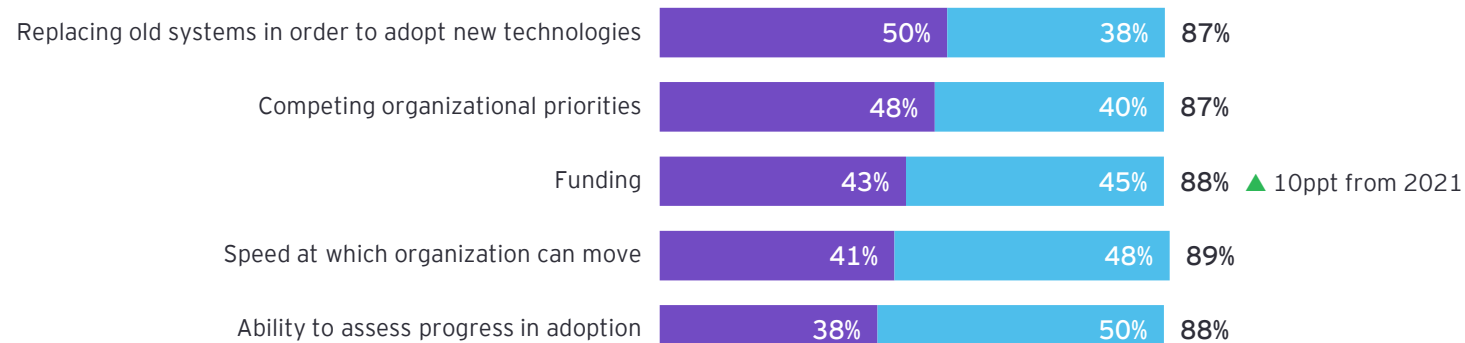
Utilities need to focus on the most impactful initiatives rather than spreading resources too thin. Clear priorities empower teams, enhance agility, improve stakeholder confidence, and deliver on shareholder commitments.

The tone must start at the top, which is critical since 81% of executive respondents say commitment among their organization's leadership is a barrier to digital adoption. Leaders may feel they are delivering clarity, but the results reflect a "say-do" gap that is an intractable barrier to driving value from digital tools.

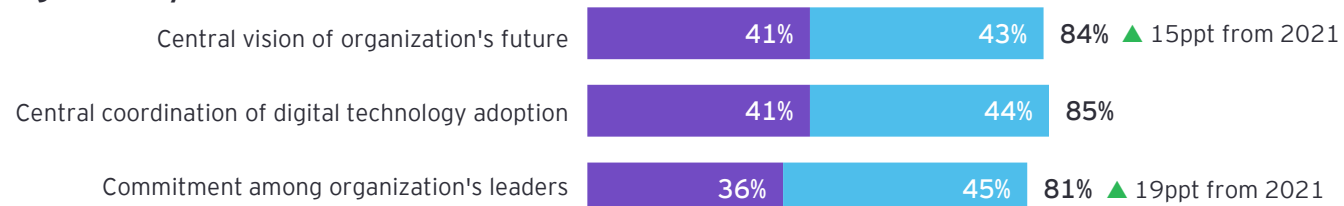
Creating clarity will require board level support and active engagement at every level of the organization, but it is necessary to stay ahead in a rapidly evolving marketplace and help to ensure investments meet organization and stakeholder expectations.

How much of a challenge to digital technology adoption is each of the following for your organization?

Prioritization amid widespread transformation



Strategic clarity and cohesion



■ Major challenge ■ Minor challenge



* Indicates new addition to 2024

▲ ▼ Indicates significantly higher or lower than 2021 at a 95% confidence level
Due to rounding, some totals may not equal the sum of distinct figures.

Missed expectations

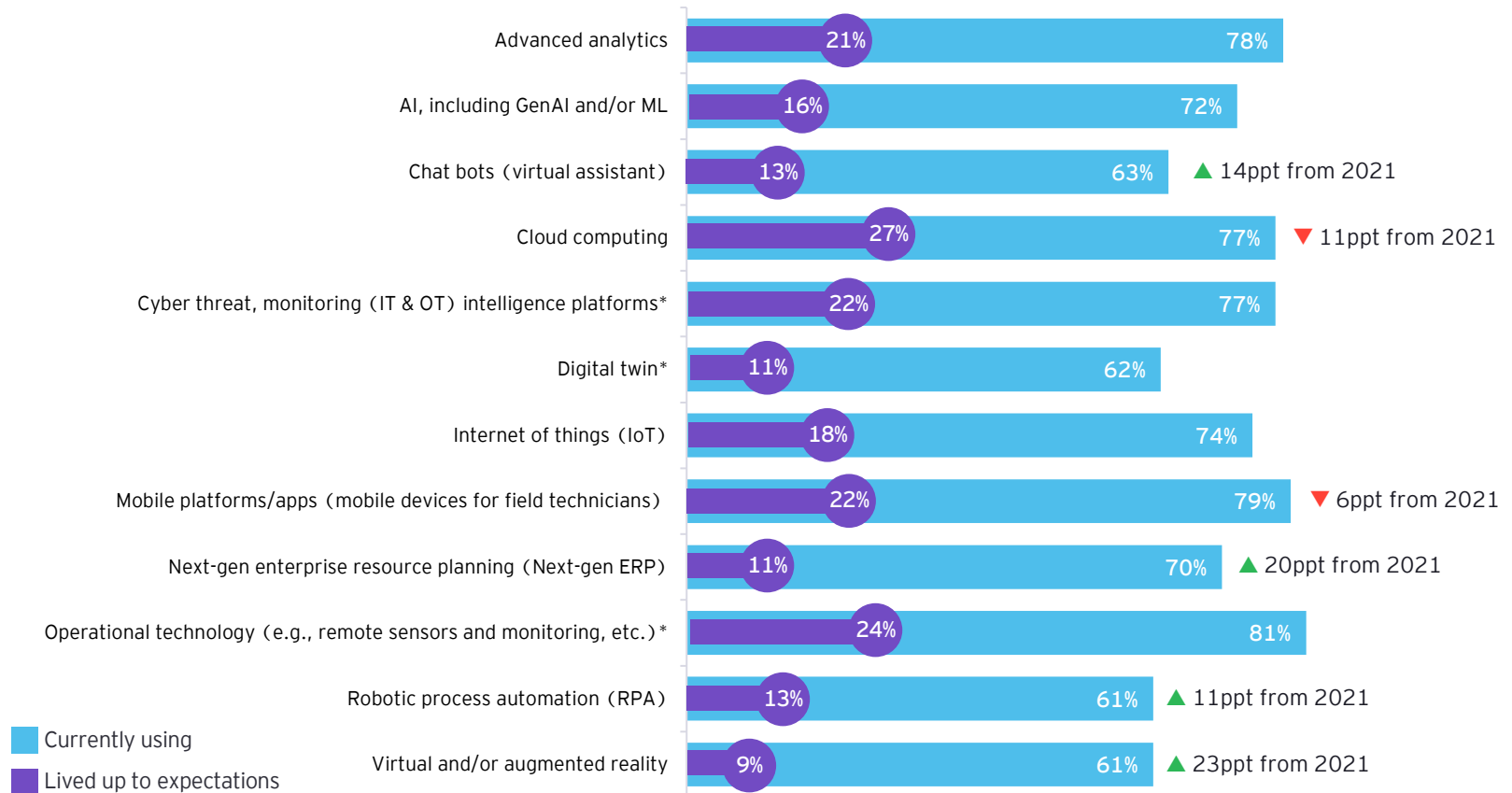
Growing adoption isn't translating to value

Given the challenges utilities face in technology adoption and the scope of transformation taking place, very few are realizing the expected value from their technology investments, prompting a need for reflection. This expectation gap is evident whether the technology is emerging, such as AI where only 16% of respondents say it is meeting expectations, or more foundational like operational technology, where only 24% say it is meeting expectations.

There are several key questions connected to these shortfalls; first, are utilities setting clear, measurable expectations on technology's impact? Second, are users across the organization - from operations to leadership - aligned? Finally, do all stakeholders understand how the technology's efficiency gains coordinate to the organization's strategic goals?

Technology investments can also miss the mark due to a lack of planning, budget and project management. For example, a lack of understanding of the vendor ecosystem and how to leverage vendor relationships can limit broader impacts. Finally, when organizational groups like IT initiate implementations with minimal engagement from supporting business units, the potential for value realization diminishes significantly. Addressing these issues is crucial for enhancing technology outcomes.

Which of the following technologies is your organization is currently using, and have they lived up to your organization's expectations?



* Indicates new addition to 2024

▲ ▼ Indicates significantly higher or lower than 2021 at a 95% confidence level

Skills and adoption

Stagnating skill availability despite improving maturity

Skill maturity is improving across several areas in the survey, but skill availability remains constrained. As the industry undergoes rapid transformation driven by advancements in renewable energy, smart grid technologies and digitalization, the demand for specialized skills and sector know-how is surging.

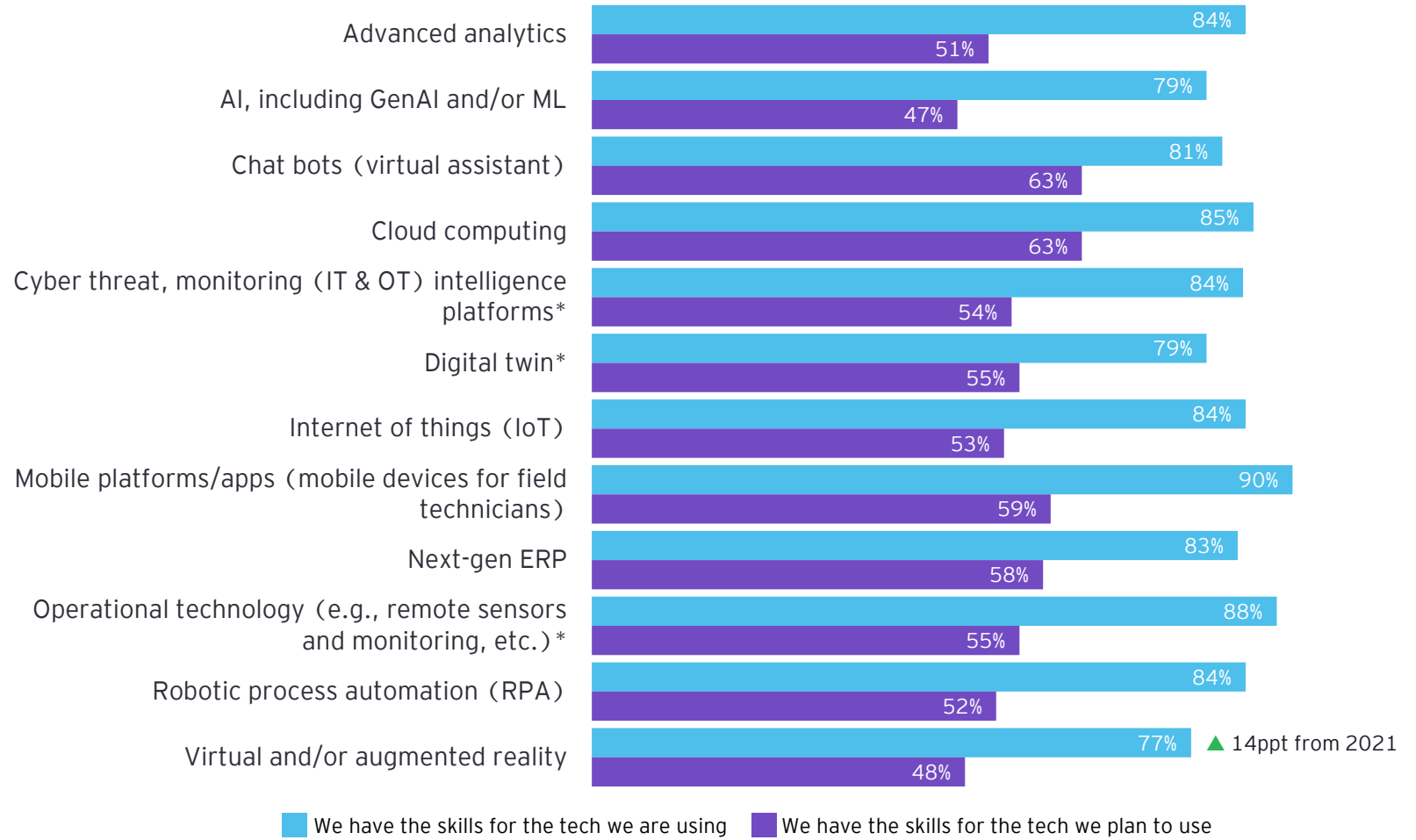
Further, those utilities not currently using a certain technology, but plan to, face these skills gaps. For example, only 63% of planned cloud computing user respondents say they have the skills necessary to realize investment value.

The discrepancy between current and planned users may result from utilities' reliance on outsourcing and vendor partnerships to acquire necessary skills. Obtaining these skills in-house often proves challenging, however, a reliance on third parties could also hinder long-term adoption.

Additionally, the low percentage of planned users may reflect diminished expectations regarding technology investments. Utilities may not anticipate a substantial number of high-skilled future users due to lower-than-expected technology expectations and adoption rates, particularly for technology stacks like Next-gen ERP.

While skill availability appears to be high now, the rapid pace of technology implementation over the next five years may outstrip the availability of skilled personnel. This may impact the effectiveness of their technology investments.

Does your workforce currently have the skills it needs to realize the investment in this technology?



* Indicates new addition to 2024

▲ ▼ Indicates significantly higher or lower than 2021 at a 95% confidence level



2

Workforce readiness



Technology adoption

Workforce readiness

Maximum impact

Appendix

Pace of skills and tech

Growing skills to match investments

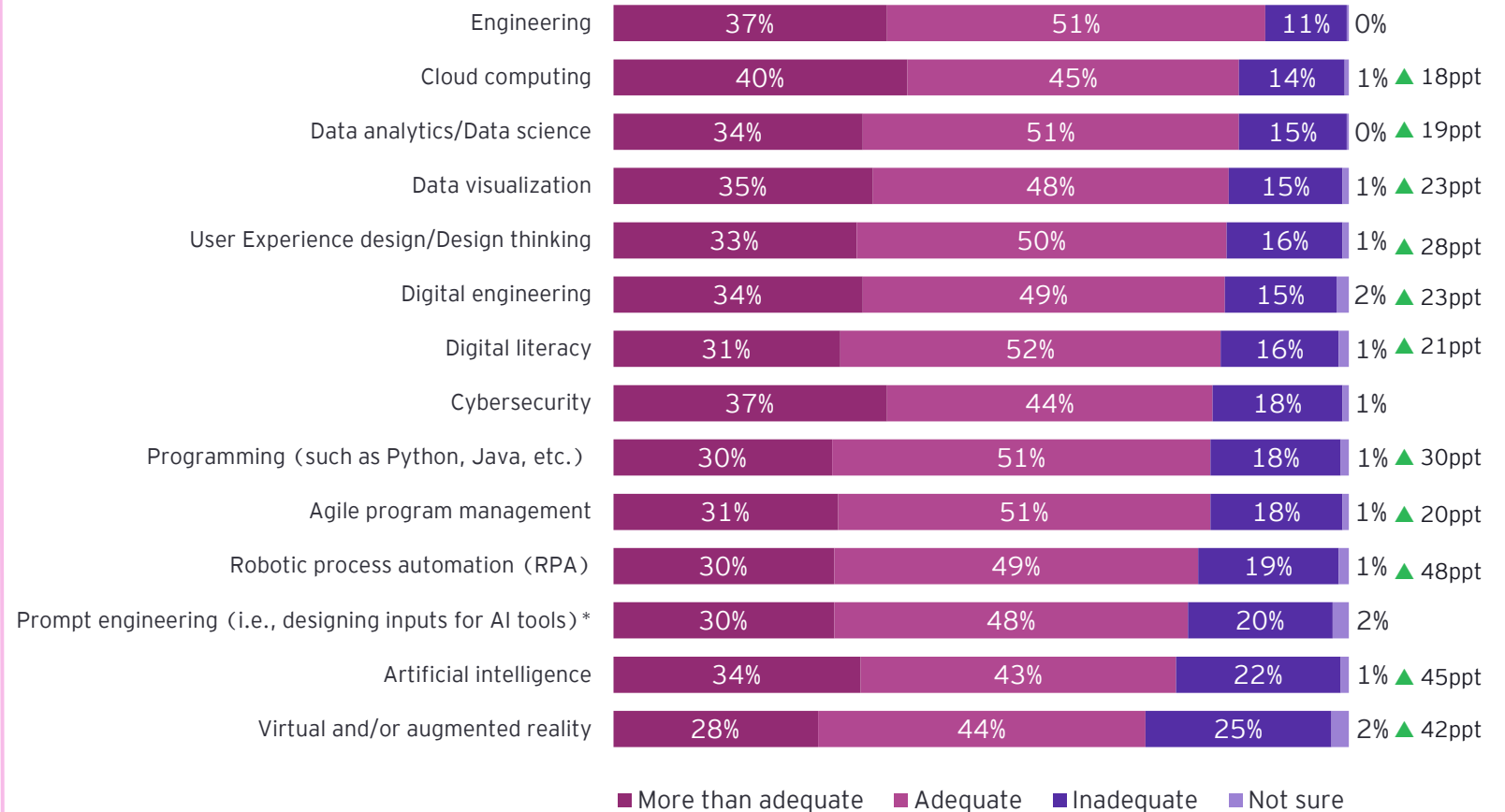
As utilities accelerate their technology investments to enhance grid reliability, improve operational efficiency and drive the energy transition, it is critical to simultaneously grow workforce skills. There's been a marked improvement in skill availability since our 2021 survey, with more than 10 key skills showing double digit jumps in availability.

Yet, a meaningful gap remains – between 11% and 25% – across key skill areas. With rapid advancements in IoT, AI and other end-use computing tools, with new releases every 12 to 18 months, workers need to continuously upgrade their skills and experience to keep pace.

More work is needed to close the gap and build the continuous learning capability necessary for utilities to keep pace. Aligning workforce development with technology enables companies to fully leverage their digital investment, drive innovation, and maintain a competitive edge in an evolving energy landscape.

As technologies such as cloud computing, blockchain, and digital twinning continue to expand – both among existing users and new adopters – the demand for employees with relevant skills will only intensify.

How readily available is each skill in your current workforce relative to organization's needs today?

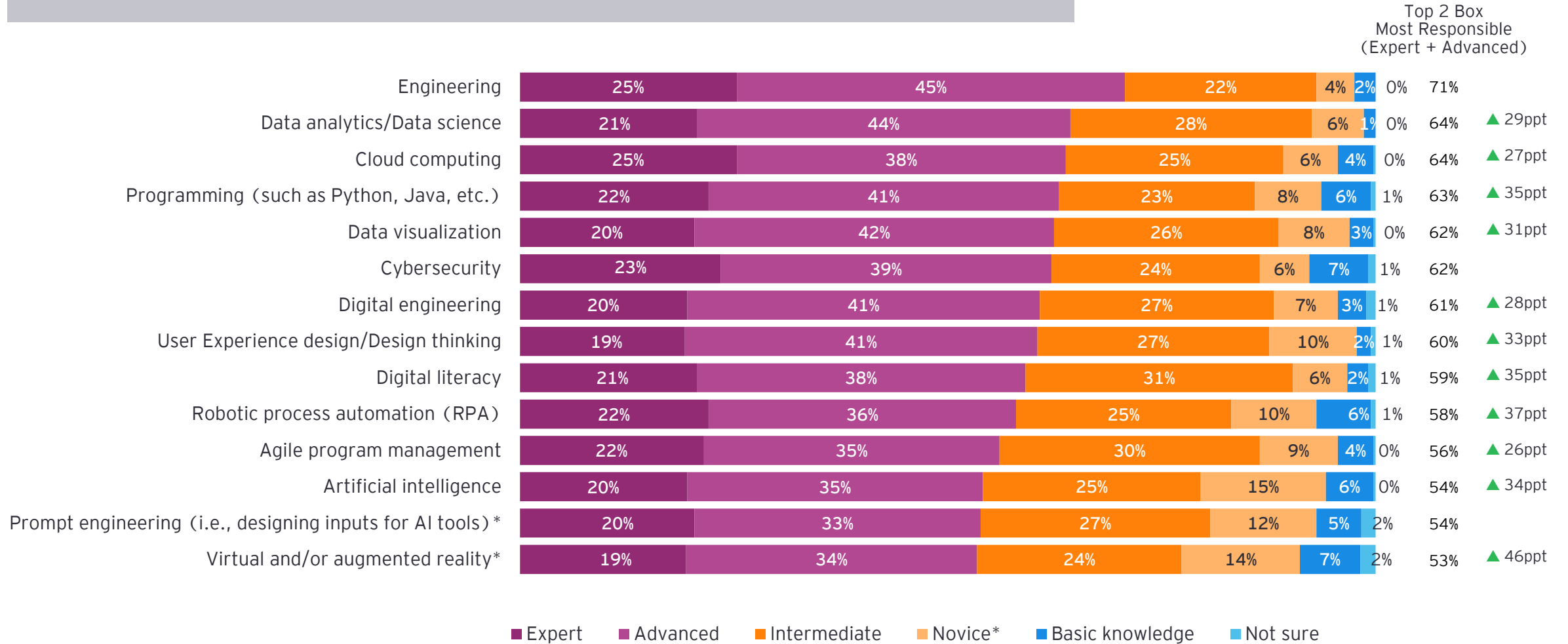


* Indicates new addition to 2024

▲ ▼ Indicates significantly higher or lower than 2021 at a 95% confidence level



How would you rate your organization's current level of maturity for each skill?



* Indicates new addition to 2024

▲ ▼ Indicates significantly higher or lower than 2021 at a 95% confidence level
Due to rounding, some totals may not equal the sum of distinct figures.

Capital investment

Investing in tech without workforce risks value

Investing in technology without a corresponding plan to enhance workforce skills can lead to significant value leakage for organizations.

While four in five respondents believe they are ahead of the competition in preparing their workforce for the digital future, the survey reveals a more complex reality regarding skill availability and retention.

More than three-quarters of respondents struggle to retain employees with in-demand skills, and 72% acknowledge the need to diversify recruiting approaches. Furthermore, 88% of companies identify hiring and retaining workers proficient in new technologies as a challenge, with a similar percentage noting a shortage of workers possessing the right skills within their current workforce.

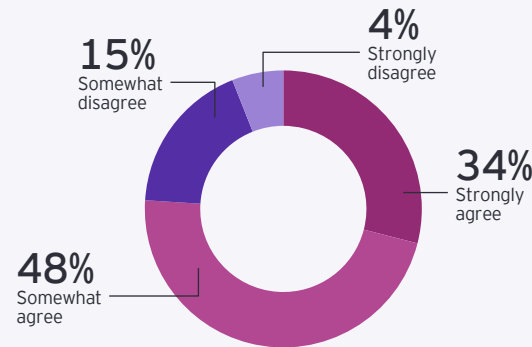
This disconnect highlights the critical need for organizations to formalize their workforce transformation efforts and align them with capital investments in technology.

86%

▲ 29ppt from 2021

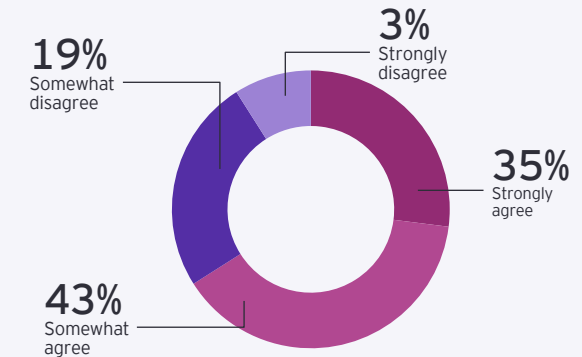
Our workforce is agile enough to respond to changing business needs.

We are ahead of our competition in building a workforce for the digital future



Total agree: 82%

It is difficult to keep people with in-demand skills in our organization



Total agree: 78%
▲ 12ppt from 2021



Workforce readiness

Reskilling approach remains fragmented

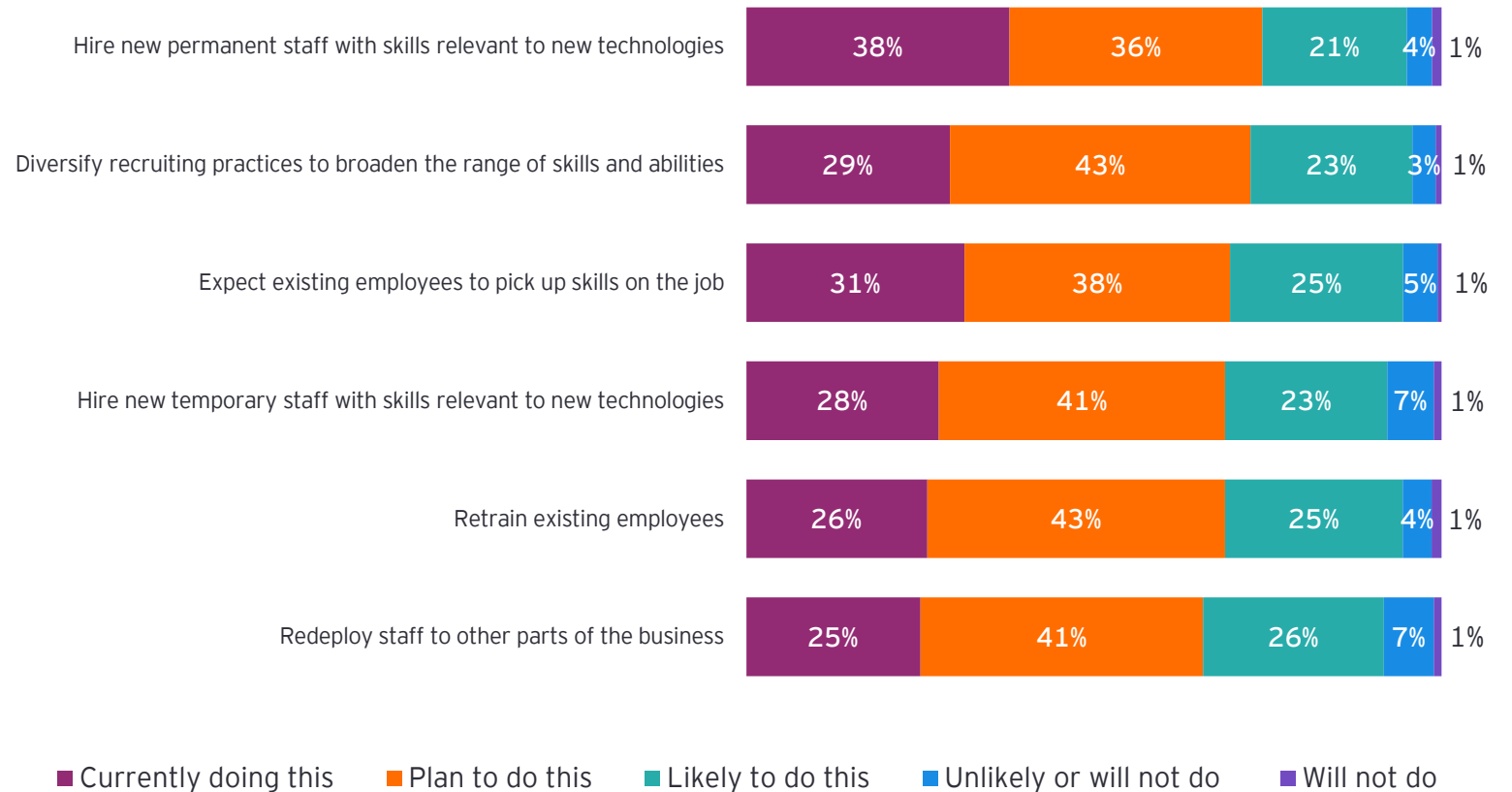
While 91% of respondents believe the ability to reskill the workforce will be crucial for success over the next five years, only 26% say they are currently retraining existing employees. Instead, 31% currently expect employees to acquire new skills on the job.

This disjointed strategy is likely reflective of the silos in which these solutions originate, failing to connect to intended business outcomes and leaving organizations ill-prepared to adapt to rapidly evolving technological demands.

Moreover, the absence of a comprehensive workforce strategy is likely a contributor to employee engagement and retention issues. A “go-it-alone” approach – expecting employees to use discretionary effort or just pick up skills as they work – not only contributes to value leakage but leads to employee disaffection and disengagement.

To effectively develop workforce skills, organizations must adopt a holistic approach aligning capital investments in technology with investments in workforce development and measuring value realization through this lens.

How will your organization address changing skills needs over the next five years?



Bridge the gap

Hiring and retaining critical and in-demand technology skills

Whether utilities are aiming to hire to fill technology skill gaps or retain those with critical skills, they face challenges on both fronts.

Competition for attracting and retaining these professionals is intense as companies across many sectors are actively recruiting talent with in-demand skills. Further, the *EY Work Reimagined 2024 Survey* found energy employees are more likely to quit (52%) than other industries.

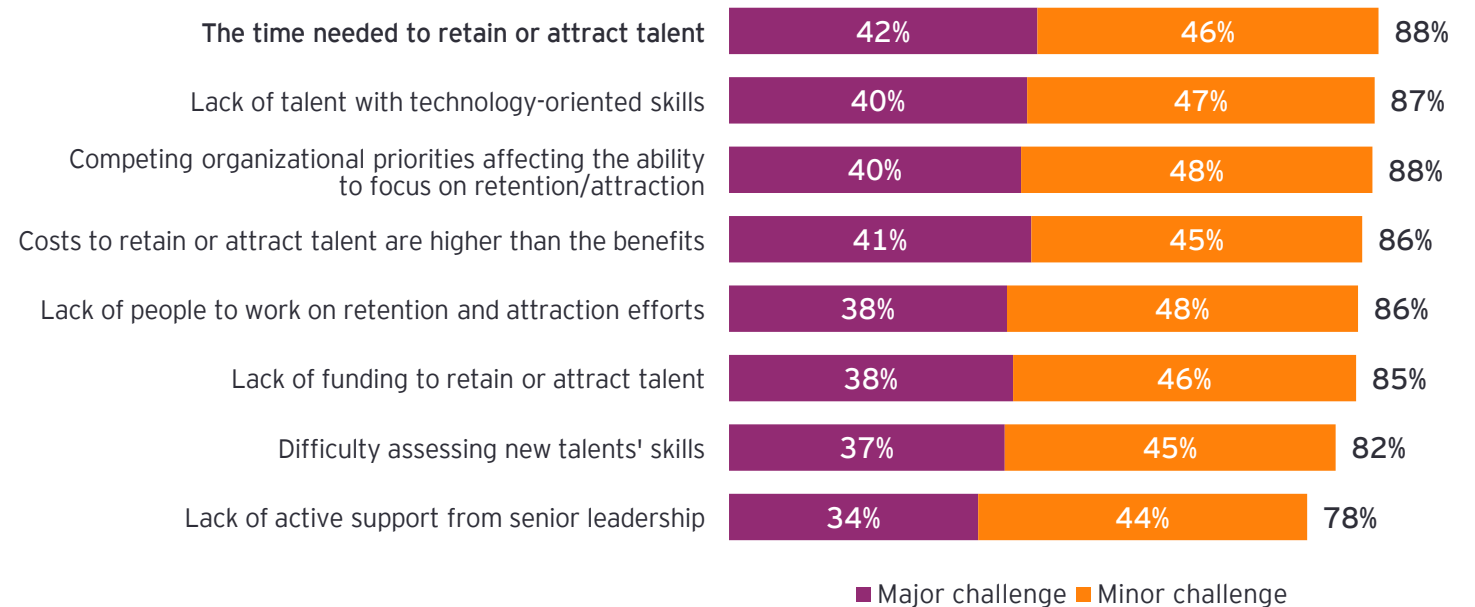
However, retention and attraction efforts are complicated by the fact that 88% of respondents point to the time needed to retain or attract talent as a challenge, 85% report a lack of dedicated personnel and 78% cite insufficient support from senior leadership to address worker attraction and retention. Further, 82% of respondents say it is a challenge to assess new talent's skills while 86% believe the costs to retain or attract talent are higher than the benefits.

For the modern utility to meet the demands of their capital agenda, it is crucial to develop a robust workforce strategy focused on sourcing, retaining, and developing talent ready and equipped to drive the energy transformation.

91%

We should consider recruiting different employees than we have in the past.

What challenges do you face related to worker retention or attraction?



Due to rounding, some totals may not equal the sum of distinct figures.



Workforce mix

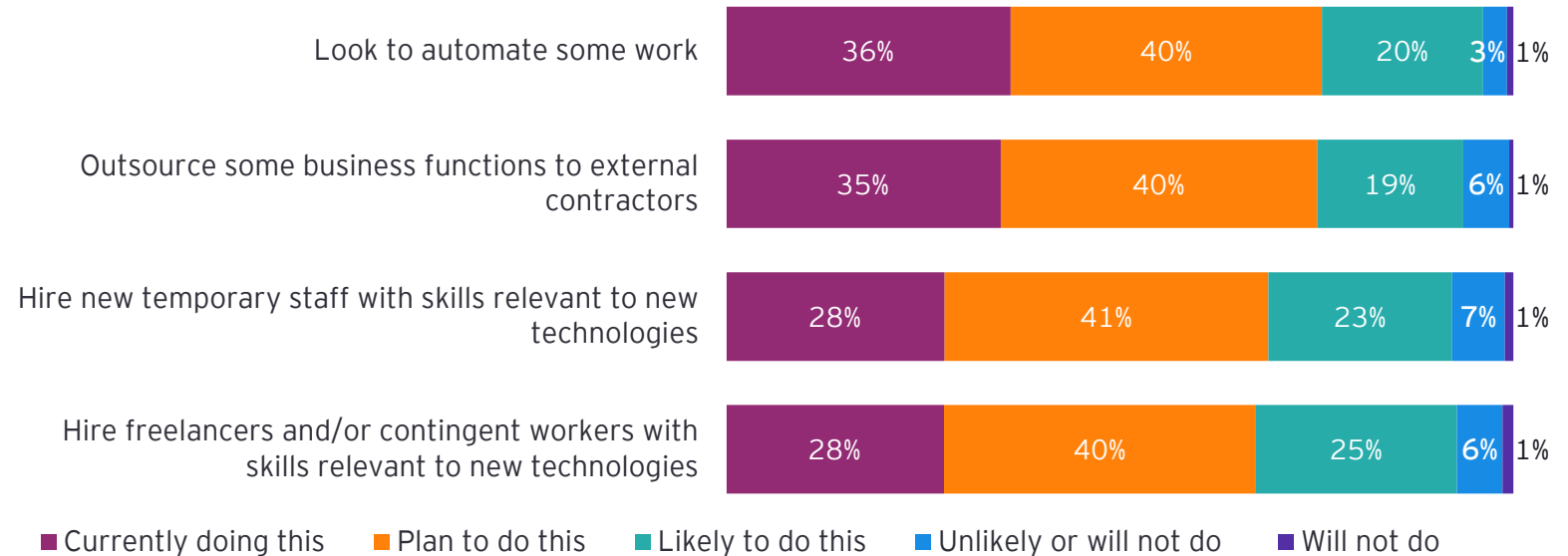
Taking a multichannel approach solves and creates challenges

While more than half of companies indicate they will recruit to meet skill needs in critical areas, 40% plan to rely on contractors and contingent workers. In fact, 88% of respondents agree they will need to depend on vendors and contractors more than they have in the past.

These strategies allow organizations to rapidly access specialized skills and experience that may not be available internally, facilitating the implementation of new technologies and driving innovation in the short term. In the long term, over-reliance on a multichannel workforce can hinder an organization's ability to build and retain internal talent, ultimately jeopardizing its market differentiation.

To maintain a competitive edge, organizations must strike a balance between utilizing external talent and investing in the continuous development of their internal workforce, working to ensure that they cultivate a skilled and adaptable team capable of driving long-term success.

How will your organization address changing skills needs over the next five years?



88%

Meeting our workforce needs will require us to rely more on vendors and contractors than in the past.



Secret sauce

Shifting the culture and mindset is necessary

To effectively bridge the gap between workforce and technology investments, companies must shift both culture and mindset.

Almost three-quarters of our survey respondents (73%) report their culture impedes the adoption of digital technologies, and 74% indicate that organizational structure complicates innovation efforts. Further, 89% point to competing organizational priorities as a challenge.

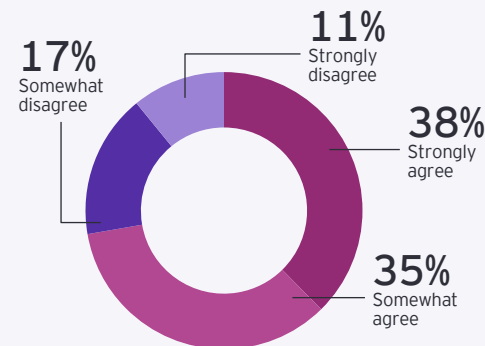
Leadership commitment is crucial in facilitating this cultural transformation. To overcome these challenges, leaders must articulate a clear vision that connects workforce development to the strategic goals of technology investments, demonstrating how upskilling can enhance operational performance and competitive advantage.

Rather than seeing skills as a static requirement, leaders must recognize them as dynamic assets, constantly changing and expanding to facilitate innovation. By fostering an environment where employees feel empowered to pursue new skills and knowledge, companies can unlock the full potential of their technology investments, helping to ensure they remain agile and responsive in a rapidly evolving industry landscape.

88%

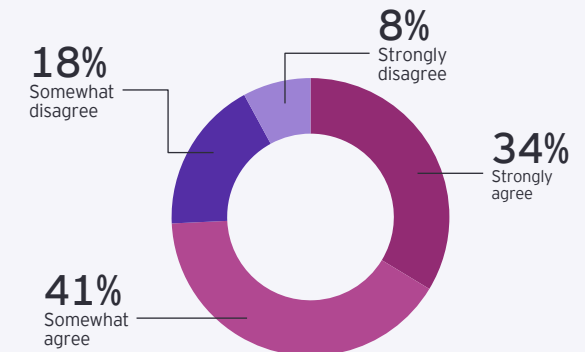
Our senior executives give skills transformation enough attention.

Our organization's culture impedes the adoption of digital technologies



Total agree: 73%

Our organization's structure makes innovating more difficult



Total agree: 74%





Maximum impact



Technology adoption

Workforce readiness

Maximum impact

Appendix

Organize with a value-first lens

“

Aligning value realization and expectations from regulators to business unit stakeholder groups will promote successful, technology-driven efficiency gains and support the workforce's operational adoption.



Stephanie Chesnick

EY Americas Power &
Utilities Leader

Planning based on impact

Organizing with a value-first lens in technology investment is crucial to maximize returns and maintain safe, reliable service to customers, especially given that very few companies are achieving the expected value across a range of technologies.

Utilities should evaluate technologies based on their return on investment, scalability, ability to integrate with existing infrastructure, and workforce readiness. Priority should be given to those initiatives that deliver measurable efficiency and safety gains, improvement in resilience and enhance customer engagement and experience.

A value-first mindset is critical to focus the organization on those activities that will have the greatest impact. Companies must become smarter about identifying cost-to-value ratios and be more selective in their technology choices to help ensure each investment contributes to operational goals.

By fostering a culture that emphasizes the importance of measurable outcomes and collaboration across departments, organizations can create an agile and responsive environment that enhances technology adoption at scale and strengthens market position.

Overcome peak demand with a two-track model

Prioritizing amid max capacity

Utilities - as organizations - are at peak demand. The pace of digitalization continues to accelerate as they must navigate a rapidly evolving energy landscape with competing priorities: modernize aging infrastructure, integrate renewable energy, enhance grid resilience, improve cybersecurity, meet stricter environmental regulations and keep costs affordable for consumers.

Balancing these and other demands strains resources, requires massive investments, and increases operational complexity, making it difficult to meet expectations without strategic planning and intentional changes to the operating model.

One effective approach is to adopt a two-track model for technology, which distinctly separates foundational core technologies – such as ERP and data management, typically developed over two decades – from fast-evolving innovation technologies like AI. This model allows utilities to balance innovation with operational stability.

Optimizing and maintaining core infrastructure – grid management, power generation and distribution – requires different strategic focus and skill set to enable reliability, regulatory compliance and cost efficiency. The demand line on these skills is also more predictable, allowing leaders to easily align workforce development initiatives with planned tech investments.

Conversely, innovation technologies require a more agile and exploratory approach with smart grids, AI-driven predictive maintenance and energy integration. Companies should foster a culture of experimentation and continuous learning, encouraging employees to engage with emerging technologies through hands-on projects and collaborative initiatives. Upskilling the workforce in this context involves not only technical training but also cultivating a mindset that embraces change and innovation.

This two-track model enables companies to more effectively balance demands, prioritize upgrades and capital investments, and secure a capable workforce ready to deliver on these commitments.

“

Managing the industry's ever-increasing technology adoption will require purpose-driven coordination. By utilizing tailored two-track models, utilities can drive better efficiency and innovation around both core and emerging technologies.



Omar Al-Juburi

EY Americas Power & Utilities
Technology Consulting Leader

Align technology to talent

“

Investing in technology without investing in our workforce is like upgrading the grid without ensuring the power flows. To truly modernize, organizations must equip the workforce with the skills and mindset to adapt, innovate and maximize the value of technology.



Tim Haskell

EY Americas Power & Utilities
People Consulting Leader

Strategizing to boost capacity

To modernize operations and maximize effectiveness of new technology, utilities must align their technology investments with workforce development investments. While many respondents (82%) believe their companies are ahead in building a digital-ready workforce, deeper insights reveal ongoing challenges including skill gaps, talent retention issues, and a lack of strategic focus that hinders the full potential of new technologies.

The question is no longer just whether companies have the capital to invest in technology but whether their workforce is prepared to operate it safely and effectively.

Successful alignment requires a continuous learning capability to help ensure workforce resilience as new technologies reshape job demands. The effectiveness of these investments depends on the readiness and adaptability of the workforce. Key strategies include:

- Providing resources, mentorship and cross-functional collaboration to encourage innovation.
- Cultivating a mindset that embraces change alongside technical upskilling.
- Prioritizing workforce training in parallel with technology investments to maximize value.
- Leveraging technology and external partnerships to supplement workforce capabilities.
- Continuously assessing human-machine collaboration to proactively address skill gaps.

By embedding workforce readiness into technology strategies, utilities can future-proof operations, sharpen implementation capabilities and drive long-term success in an evolving industry.

Foster an agile workforce

Building a competitive edge

Prioritizing continuous learning and adaptability within their organizational culture enables companies to create agility in their workforce. In a sector where rapid technological advancements, regulatory changes, and evolving customer expectations require employees to adapt quickly, continuous learning should be seen as an organizational capability.

Investment in ongoing learning, upskilling, and knowledge sharing creates the conditions necessary to enhance problem-solving abilities, improve operational efficiency, and drive innovation. This approach will require mindset and budget shifts - training can no longer be a cost center, but a catalyst toward enterprise objectives and shareholder value.

A culture of continuous learning empowers workers to adopt and integrate emerging technologies like smart grids, automation, and data analytics and scale them for value and impact. It fosters collaboration and cross-functional expertise, enabling teams to respond proactively to disruptions, enhance service reliability, and meet energy transition goals.

Perhaps, most importantly, it contributes to a dynamic organization that becomes a magnet for talent and innovation. Cultivating a workforce that embraces change takes time and focus - especially given the structural challenges that exist - but it is crucial to enterprise objectives and maintaining a competitive edge.

“

By putting humans at the center of their technology strategies, utilities can modernize their operations, maximize technology effectiveness, and ultimately build resilience for long-term success. Empowering your most important asset—your workforce—with the right tools and support transforms challenges into opportunities for sustainable progress.



Hetal Patel

EY People Consulting Partner
Power & Utilities

Transform culture and mindset

“

Prioritizing a utility workforce culture that better deploys technology — whether to improve operations performance, customer experience or predictive maintenance — is critical to resilience today and tomorrow.



Ryan Levine

EY Americas Power & Utilities
Consulting Leader

Enable unconstrained and lasting change

To fully unlock the value of technological advancements, utility executives must drive a cultural shift toward innovation, agility, and digital transformation. Traditionally, utilities have operated within rigid regulatory frameworks, prioritizing stability over change. However, with the accelerating pace of innovation and rising energy demands, leaders must cultivate a workplace that embraces experimentation, continuous learning, and adaptability.

Creating an environment where employees feel empowered to take risks and explore new solutions without fear of failure is essential. This requires dismantling silos, fostering cross-functional collaboration, and demonstrating leadership vulnerability when navigating emerging technologies. Instead of a cost-centric mindset, executives must adopt a long-term, value-driven approach that prioritizes customer experience, operational resilience, and environmental sustainability.

Sustaining this transformation demands consistent communication and engagement across all levels of the organization. Leaders should establish open forums for employees to share insights and experiences related to technology adoption and innovation. By actively seeking feedback and involving employees in decision-making, they can instill a sense of ownership and accountability within the workforce.

Additionally, aligning technology investments with workforce development reinforces the message that skills and innovation are critical to the company's long-term success. Through this cultural shift, utility companies can remain competitive, agile, and well-positioned for the future.

4

Appendix



Technology adoption

Workforce readiness

Maximum impact

Appendix

Who's included in our survey

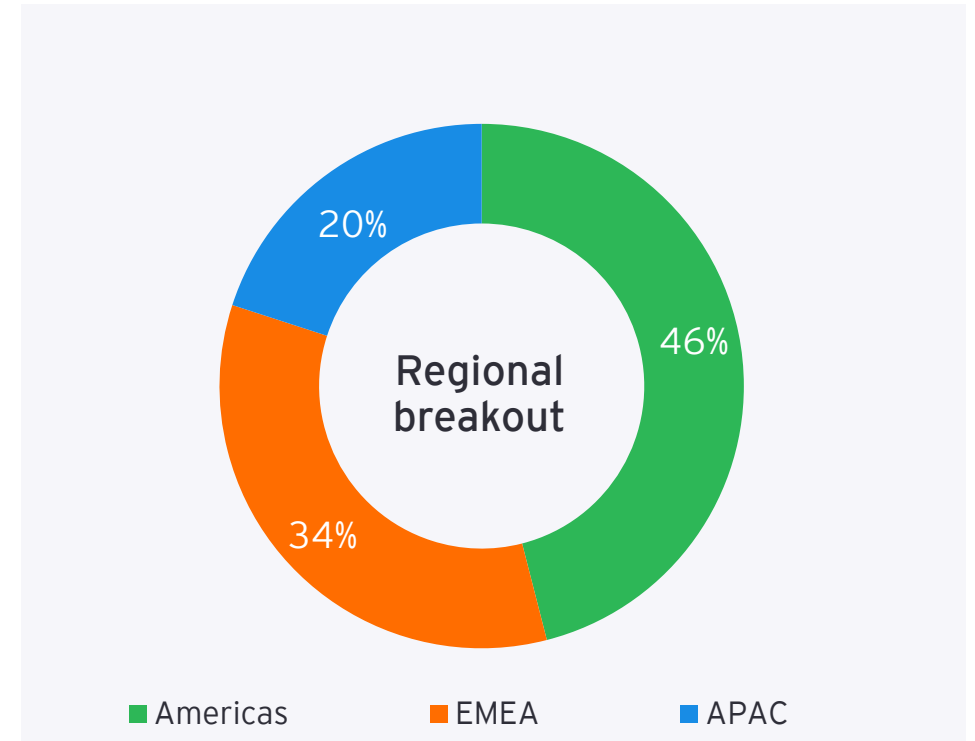
Methodology: TRUE Global Intelligence, the in-house research practice of FleishmanHillard, conducted an online survey of 512 global P&U employees.

The survey was fielded from November 4 to December 3, 2024, with a median completion time of 15 minutes.

To qualify for the survey, respondents must work within their employer's strategy, operations, IT, digital or HR departments, or hold such a role in another department.

Employees at the non-manager/staff level were asked questions about their perceptions of the energy and P&U industry, while employees at the director level and above were asked about specific technologies, skills and challenges at their organization. Throughout the report, respondents with manager titles or lower are referred to as "**Employees**" and director and above level respondents are referred to as "**Executives**."

This survey was fielded in the Americas, EMEA and APAC Regions, with the following sample breakout:



Americas		EMEA		APAC	
	n=233		n=176		n=103
United States	n=155	Germany	n=77	Indonesia	n=50
Brazil	n=30	Saudi Arabia	n=27	Malaysia	n=53
Canada	n=48	United Kingdom	n=72		



Respondent profile

Country

US	30%
Canada	9%
Brazil	6%
UK	14%
Germany	15%
Saudi Arabia	5%
Malaysia	10%
Indonesia	10%
U.S.	30%

Job level

C-level	12%
Vice president	12%
Director	47%
Manager	26%
Analyst/individual contributor	3%

Area of responsibility

Business strategy	25%
Operations	26%
Information technology (IT)	29%
Human resources (HR)	14%
Digital technology	18%
Finance	13%
Supply chain/logistics	28%
Transformation	12%
Other	1%

Time in industry Average number of years

Total	11.14
Employees	11.18
Executives	11.13

Decision-making authority

Technology adoption

I am the primary decision-maker	42%
I share decision-making	38%
I advise decision-makers	18%
None of these	3%

Digitization

I am the primary decision-maker	39%
I share decision-making	43%
I advise decision-makers	15%
None of these	3%

Training and recruitment

I am the primary decision-maker	39%
I share decision-making	35%
I advise decision-makers	23%
None of these	3%



Respondent profile

Markets organizations operate in

North America	44%
Europe	33%
Asia-Pacific	20%
Middle East	15%
Latin America	10%
Africa	4%

Employees in organization

Fewer than 499	22%
500 to 999	24%
1,000 to 4,999	26%
5,000 to 24,999	19%
25,000 or above	7%

Market organization operates in

Regulated market	56%
Partially regulated market	42%
De-regulated market	24%
Not applicable	2%

Organizational revenue

Less than US\$1 billion	34%
US\$1 billion to \$9.999 billion	25%
US\$10 billion to \$24.999 billion	14%
US\$25 billion to \$49.999 billion	11%
US\$50 billion to \$74.999 billion	5%
US\$75 billion or more	7%

Service provided by utility

Electric	66%
Gas	40%
Water	34%
Renewable energy	46%
Other	2%



EY | Building a better working world

EY is building a better working world by creating new value for clients, people, society and the planet, while building trust in capital markets.

Enabled by data, AI and advanced technology, EY teams help clients shape the future with confidence and develop answers for the most pressing issues of today and tomorrow.

EY teams work across a full spectrum of services in assurance, consulting, tax, strategy and transactions. Fueled by sector insights, a globally connected, multi-disciplinary network and diverse ecosystem partners, EY teams can provide services in more than 150 countries and territories.

All in to shape the future with confidence.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via ey.com/privacy. EY member firms do not practice law where prohibited by local laws. For more information about our organization, please visit ey.com.

Ernst & Young LLP is a client-serving member firm of Ernst & Young Global Limited operating in the US.

© 2025 Ernst & Young LLP.
All Rights Reserved.

US SCORE no. 26101-251US
2409-10049-CS
ED None

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, legal or other professional advice. Please refer to your advisors for specific advice.

ey.com