

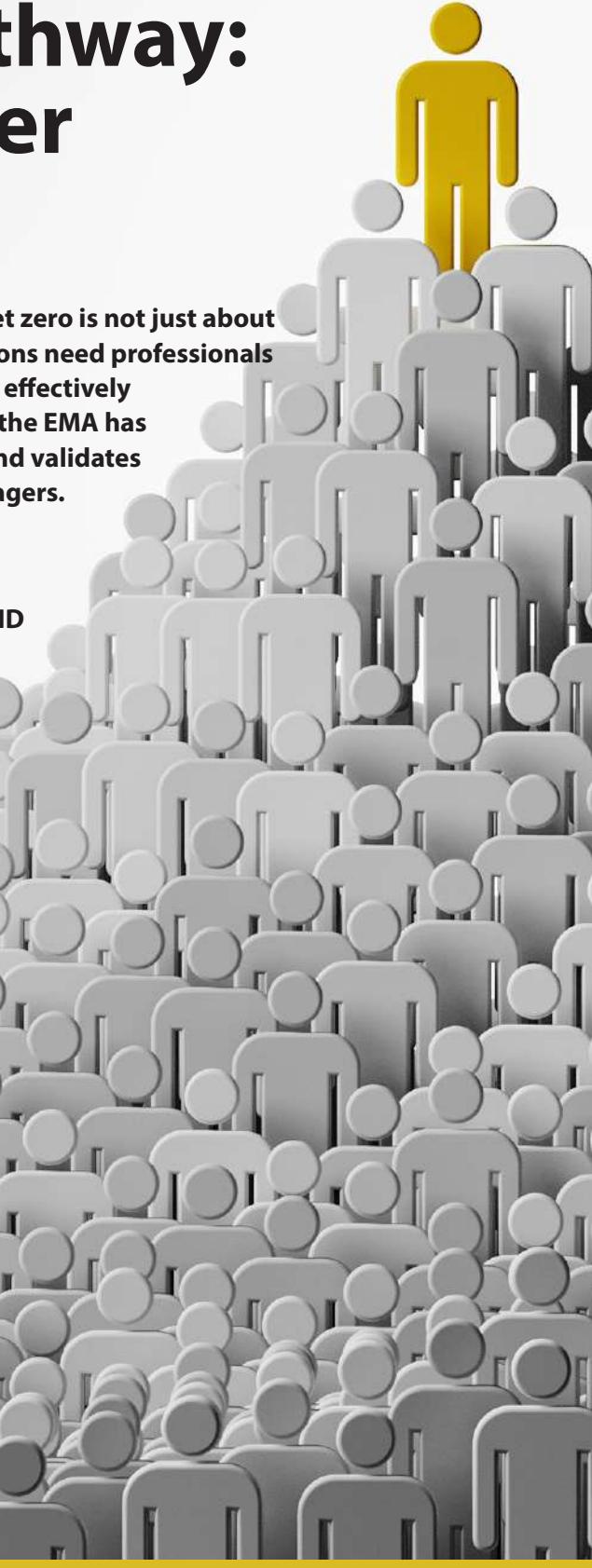
# The Energy and Carbon Professional Pathway: From Practitioner to Leader

The UK's journey to greater energy efficiency and net zero is not just about technology or policy - it is about people. Organisations need professionals who can cut through complexity, manage resources effectively and inspire change at every level. Recognising this, the EMA has established a professional pathway that supports and validates the growing community of energy and carbon managers.

This pathway spans three levels of recognition:

- **RECOGNISED ENERGY MANAGER,**
- **REGISTERED ENERGY AND CARBON MANAGER, AND**
- **REGISTERED ENERGY AND CARBON DIRECTOR,**

each reflecting increasing levels of responsibility, expertise and influence. Together, they form a career structure that advances individuals and strengthens organisational capacity to deliver on climate and sustainability goals.





# The Rise of the Recognised Energy Manager: Managing and Driving Organisational Change

**There has never been a more exciting or more urgent time to work in energy management. The UK's net zero commitment, regulatory imperatives and reporting requirements are reshaping the way organisations think about energy, carbon, sustainability and long-term resilience. Against a backdrop of volatile energy costs and growing concerns about energy security, organisations need leaders who understand the technical landscape and who can also inspire change.**

## A BENCHMARK FOR ENERGY MANAGEMENT PROFESSIONALS

Awarded by the Energy Managers Association (EMA), the Recognised Energy Manager status is more than a title - it is a professional benchmark that signifies a proven knowledge and ability to deliver results in energy and carbon management.

Unlike traditional qualifications, the status is awarded through the EMA Knowledge and Skills Gap Analysis

interview, an informal yet rigorous conversation that explores a professional's knowledge and experience to date. This approach ensures that recognition is grounded in real-world practice, not just theory.

Those who achieve it join a growing community of professionals who carry the credibility and confidence to influence the energy transition within their organisations.

## BEYOND TECHNICAL EXPERTISE: THE COMPETENCIES THAT MATTER

A Recognised Energy Manager is expected to demonstrate a broad suite of competencies that go far beyond technical know-how. Yes, they must master engineering fundamentals, energy auditing, carbon management, compliance, procurement, but the role extends further.

The most impactful energy managers are also strategists and communicators. They know how to embed energy and carbon management plans into the DNA of an

organisation, how to motivate colleagues to adopt sustainable behaviours and how to align energy efficiency goals with broader organisation's objectives.

Alongside this, ancillary skills such as water and waste management, sustainable transport, and ICT integration are becoming increasingly vital as organisations take an all-inclusive approach to energy/resource efficiency.



## WHY ENERGY MANAGER RECOGNITION MATTERS NOW

In many organisations, energy managers start by supporting estates, sustainability or facilities teams, gradually taking on responsibilities that touch every part of the organisation. Within just a few years, they are expected to understand, but more importantly, apply energy management principles, navigate regulatory

frameworks and conduct on-the-ground energy audits.

By awarding Recognised Energy Manager status, the EMA is not just validating technical competence, it is creating a trusted signal to employers and stakeholders that the individual has the expertise and the vision to lead on sustainability commitments.

#### The Benefits for Professionals, Organisations and Society

- **For professionals**, the status enhances career prospects and provides recognition in a field that is rapidly gaining prominence.
- **For organisations**, it offers assurance that they have skilled people capable of reducing consumption, controlling costs and meeting sustainability targets.
- **For society**, it ensures that the UK has the talent pipeline needed to deliver on its energy transition ambitions.

#### **THE ENERGY MANAGER AS CHANGE MAKER**

Ultimately, the Recognised Energy Manager is more than a technical specialist. They are change makers, bridging the gap between organisational ambition and operational reality. They combine energy and carbon data-driven decision-making with the human ability to inspire colleagues to view energy not as a cost but as an opportunity for efficiency, conservation, innovation, resilience and environmental leadership. They are the professionals who will help organisations navigate the complexity of the energy transition and, in doing so, play a pivotal role in shaping a sustainable future.

#### **In the Recognised Energy Managers' Words:** **Joel Kirby, Energy and Sustainability Manager, Parwood Leisure**

- **What prompted you to assess your knowledge and skills and undertake the Knowledge and Skills' Gap Analysis Interview with the EMA?**

"When I first started working in energy management, I had only developed my knowledge through my experience in the job role but had nothing to

demonstrate the skills I had learnt and the level of my competency. The EMA Knowledge and Skills' Gap Analysis Interview not only allowed me to gain some recognition for my time working in the sector but also highlighted areas where I needed to improve at a time when I was still learning and developing as an energy manager. I have no doubt that this significantly helped to improve my ability to make a bigger impact on the industry in my career."

#### **• Do you think that the EMA Recognised Energy Manager status has allowed you to highlight your credentials as an energy manager?**

"Absolutely, and this was one of the main reasons I wanted to become a Recognised Energy Manager. I believe that this has also helped me to demonstrate my competence over the years and get me to the position that I am today. It helped from a confidence point of view if nothing else, knowing that your knowledge has been validated and that you do know what you are talking about."

#### **Mohammad Monir Rafique, Head of Sustainability, Crown Prosecution Service**

#### **• What prompted you to assess your knowledge and skills and undertake the Knowledge and Skills' Gap Analysis Interview with the EMA?**

"I have been working in this field for 10 years and achieved a number of academic and professional qualifications within this period. I wanted to find out the areas of skills and knowledge for my continuous professional development. EMA's gap analysis interview really gave me good insights."

#### **• Do you think that the EMA Recognised Energy Manager status has allowed you to highlight your credentials as an energy manager?**

"I believe this credential has given me a strong recognition of my skills and knowledge in this field. This is evidence of my continuous development journey that I am connected to current good practice and being up to date with knowledge."





# The Registered Energy and Carbon Manager: Leading Organisational Transformation

Organisations across every sector are under pressure to reduce emissions, manage costs and embed sustainability into the very core of their operations. To achieve this, businesses need more than compliance managers or project leads - they need strategic leaders who can steer complex organisations through the energy transition. This is where the Registered Energy and Carbon Manager comes in.

## A NEW STANDARD OF PROFESSIONALISM

Introduced by the EMA, the Registered Energy and Carbon Manager status is the profession's higher benchmark recognising individuals who not only manage energy day to day but also lead on strategy, transformation and large-scale impact.

Practitioners at this level are typically Senior Energy Managers or Energy and Carbon Managers, with between three to six years' experience managing the energy consumption of large organisations. They take ownership of the carbon reduction agenda, balancing efficiency, compliance, financial control and innovation to make their organisations exemplars of environmental best practice.

Similarly to the Recognised Energy Manager, the pathway to recognition is through the EMA Knowledge and Skills Gap Analysis interview. At this higher level, the assessment, built around professional experience and continuous learning, allows candidates to demonstrate the full scope of their expertise and application of their energy management knowledge. Successful applicants are awarded the Registered Energy and Carbon Manager status - a mark of distinction within the energy management profession.

## THE COMPETENCIES OF A REGISTERED PROFESSIONAL

At its core, this recognition reflects technical ability and also strategic leadership. Registered Energy and Carbon Managers must show mastery in areas such as:

- **Technical and Operational Expertise** – deep understanding of building, process and transport energy systems.
- **Energy Auditing and Assessments** – advanced auditing at site and organisational scale.
- **Monitoring, Targeting and Validation** – ensuring transparency and accountability in energy performance.
- **Regulation, Compliance and Voluntary Schemes** – leading organisations through a complex policy environment.
- **Carbon Management** – setting and delivering ambitious reduction pathways.
- **Behavioural Change, Motivation and Communication** – motivating colleagues across departments.
- **Energy Strategy and Planning** – aligning energy goals with organisational objectives.
- **Procurement and Onsite Generation** – securing cost-effective and resilient supply.
- **Project and Financial Management** – delivering large-scale initiatives within budget.

## ANCILLARY COMPETENCIES

- **Water and Waste Management** – integrating energy with wider resource efficiency.
- **Sustainable Transport** – supporting greener mobility solutions.
- **ICT and Smart Systems** – harnessing technology for performance optimisation.
- **Leadership** – guiding teams, shaping culture and driving long-term impact.

## FROM PRACTITIONER TO LEADER

What sets the Registered Energy and Carbon Manager apart is not just depth of knowledge, but the ability to lead the energy and carbon reduction strategy for entire organisations. These professionals are entrusted with:

- Minimising energy consumption and resource use.
- Designing and leading energy projects across multiple sites.
- Managing the environments of buildings, processes and transport.
- Overseeing budgets and managing risk.
- Collaborating with stakeholders to embed energy and carbon management into daily practice.

This is a role that requires excellent organisational skills, a track record of successful energy audits, assessments and projects and the vision to align technical measures with corporate sustainability goals.

## WHY RECOGNITION MATTERS

While many practitioners already manage energy and carbon reduction on a large scale, few are formally recognised. The EMA's Registered Energy and Carbon Manager status provides a trusted signal to employers, peers and stakeholders that an individual has the expertise, experience and leadership potential to drive meaningful change.

For organisations, having Registered Energy and Carbon Managers on board offers assurance that they can navigate the complexities of compliance, manage risk effectively and achieve tangible results in reducing consumption and emissions.

For professionals, the recognition enhances career credibility and positions them as leaders of the sustainability agenda.

## SHAPING THE FUTURE OF SUSTAINABILITY

The Registered Energy and Carbon Managers don't just fulfil an operational role, they fulfil strategic leadership tasks. These

professionals are the ones making decisions today that will determine whether organisations thrive in a low-carbon economy tomorrow. They are the individuals capable of turning ambition into action, managing complexity at scale and ensuring that businesses are not only compliant but also competitive in the emerging net zero world.

In short, they are the leaders of the energy transition and their recognition by the EMA ensures that their expertise does not go unnoticed.

### In the Registered Energy and Carbon Manager's Words:

**Victoria Limbrick, Head of Sustainability – Energy & Decarbonisation Strategy, Balfour Beatty**

#### • What prompted you to assess your knowledge and skills and undertake the Knowledge and Skills' Gap Analysis Interview with the EMA?

"Working in energy management for a long period of time and in various roles with different focus areas and demands, I felt it was a good stage in my career to reflect on and have external validation of the breadth of my knowledge and experience, and check for gaps and blind spots to direct future development."

#### • Do you think that the EMA Registered Energy and Carbon Manager status will allow you to highlight your credentials as an energy manager?

"Absolutely, achieving this status through the rigorous process, backed by the EMA as an established industry body, enables me to demonstrate my capabilities within my business and when engaging externally. Giving a firm foundation to the work I need to do to successfully deliver in my role."



# The Registered Energy and Carbon Director: Steering and Influencing Organisational Strategy

**The energy transition is gradually becoming a defining factor for organisational resilience, competitiveness and long-term survival.**

**Organisations require leaders who can combine technical mastery with board-level influence, they need individuals who can translate ambition into strategy, and strategy into measurable results. This is the domain of the Registered Energy and Carbon Director.**

## SETTING THE STANDARD FOR STRATEGIC LEADERSHIP

Recently, the EMA has introduced the Registered Energy and Carbon Director status as the highest professional recognition in the field. It acknowledges those with six and more years of experience who hold senior positions such as Head of Energy Management, Head of Energy or Director of Energy.

These professionals are accountable for the entire spectrum of energy, sustainability and decarbonisation within their organisations.

They act as subject matter experts, strategic advisors and implementation leaders, trusted to align operational practice with corporate vision.

As with the two other recognitions, this recognition is achieved through the EMA Knowledge and Skills Gap Analysis interview. At this level, the interview represents experience-based assessment that validates years of

practice, significant projects, leadership and continuous professional development. Successful completion earns professionals the Registered Energy and Carbon Director title - a mark of excellence and authority in the energy management profession.

## BEYOND MANAGEMENT: THE DIRECTOR'S COMPETENCIES

Registered Energy and Carbon Directors are expected to demonstrate not only the full range of technical and operational expertise, but also the strategic, financial and leadership skills to influence at the highest levels.

### Core Competencies

- **Technical and Operational Expertise** – ensuring energy systems are optimised for efficiency and resilience.
- **Energy Auditing and Assessments** – overseeing organisational-wide audits to drive continuous

improvement.

- **Monitoring, Targeting and Validation** –

embedding data-driven decision-making across operations.

- **Regulation, Compliance and Voluntary Schemes** –

safeguarding organisations against risk while exceeding industry standards.

- **Carbon Management** –

delivering robust net zero roadmaps.

- **Behavioural Change and Communication** –

embedding a culture of sustainability across the workforce.

- **Energy Management Strategy and Planning** –



designing strategies aligned with long-term corporate goals.

- **Procurement and Utility Contracts** – leading negotiations, managing budgets and securing resilience.
- **Onsite Generation and Technology Integration** – unlocking innovation in renewable energy and digital systems.
- **Project and Financial Management** – delivering capital projects with clear ROI.
- **Leadership** – guiding teams, influencing boards and shaping external stakeholder engagement.

### THE ENERGY AND CARBON DIRECTOR'S ROLE IN PRACTICE

At this level, responsibilities are both broad and deep. Registered Energy and Carbon Directors:

- Lead carbon and energy reduction projects across multiple sites, portfolios or regions.
- Oversee procurement and renegotiation of utility contracts, balancing cost control with sustainability.
- Develop and implement Energy and Environmental Management Systems (e.g. ISO 50001, ISO 14001).
- Manage budgets and provide insightful reporting to senior leadership and boards.
- Supervise energy and sustainability staff, fostering capability and succession.
- Influence designs and proposals, ensuring projects align with sustainability objectives from the outset.

This is a role that blends engineering insight with financial acumen, and strategic planning with people leadership. It requires the ability to manage complexity, scale impact and communicate in a language that resonates at every organisational level - from technical teams to executive boards.

### WHY RECOGNITION AT DIRECTOR LEVEL MATTERS

Many organisations already rely on individuals who perform these functions. However, until now, few have been professionally recognised for their leadership, vision and contribution. The EMA's Registered Energy and Carbon Director status formalises this recognition,

offering employers and stakeholders assurance that the individual represents the very best in the profession.

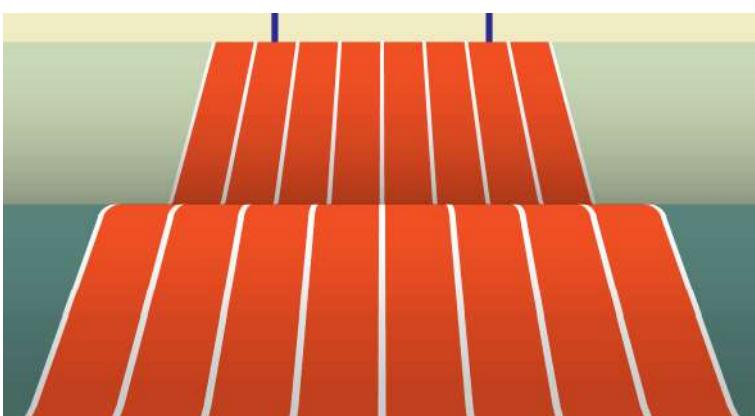
For professionals, the recognition validates years of experience and achievement, opening pathways to greater influence and opportunity.

For organisations, it provides confidence that energy, sustainability and net zero strategies are in the hands of leaders who can deliver measurable outcomes while safeguarding long-term resilience.

### SHAPING THE NET ZERO ECONOMY

Registered Energy and Carbon Directors are the stewards of the energy transition. They are not just managing projects - they are shaping corporate strategy, influencing investment decisions and redefining what organisational leadership looks like in a decarbonising economy.

As the UK strives to meet its climate commitments, these Directors will determine whether organisations



succeed in transforming ambition into action. They are the professionals who will ensure that sustainability is not just an aspiration, but a measurable and lasting reality. In short, the Registered Energy and Carbon

Director is not only the highest level of recognition within the EMA framework - it is the embodiment of leadership needed for the delivery of more resilient and sustainable future.

### In the Registered Energy and Carbon Director's Words:

#### Astley Fenwick – Electrical and Energy Consultant

- **What prompted you to assess your knowledge and skills and undertake the Knowledge and Skills' Gap Analysis Interview with the EMA?**

"The role and aspirations of an energy manager have never been so crucial in the challenging times we are experiencing regarding climate change and the reduction on the reliance of fossil fuels. As a member of the EMA for many years, I have always valued their contribution in this scenario and as such, concluded that to reach the status of becoming a Fellow member would be a significant achievement in my professional life. To

achieve this, I was required to complete a Knowledge and Skills' Gap Analysis Interview, based on my past experiences and knowledge in 16 topics. My interview, for the Fellowship membership with two Fellow members, was based upon my responses to the various topics."

- **Do you think that the EMA Registered Energy and Carbon Director status will allow you to highlight your credentials as an energy manager?**

"This is a newly introduced professional status and represents a progression from EMA Registered Energy and Carbon Manager and Recognised Energy Manager. Prior to my application for Fellowship, I wasn't aware

of the above progression and to be awarded this along with Fellow membership is indeed a honour. To those energy managers who achieved recognitions with the EMA, this achievement can demonstrate to others their commitment to their work and increase their confidence knowing that their knowledge has been validated by an industry recognised body.

As for myself, it represents an accomplishment and reward for all the years in the profession which has mainly been driven by a desire to reduce wasted energy and improve the sustainability of our country's manufacturing, financial and competitive status."

## NEXT STEPS AND FURTHER INFORMATION

For professionals inspired to take the next step on the EMA recognition pathway, there are several resources and support tools available:

- **Download the EMA Energy Management Competency Skills Mapping Guidance (below)** - Gain a clear overview of the knowledge and skills required across the competencies to achieve each level of professional recognition.

- **Arrange Your Knowledge and Skills' Gap Analysis Interview (below)** - The interview is the gateway to recognition.

- **Self-Assess Against the Competencies** - Access and complete the EMA self-assessment form (below) to evaluate your skills. The online form can be submitted to the EMA for free advice on where to upskill and which training courses may help close any gaps.



**DOWNLOAD  
THE ENERGY  
MANAGEMENT  
COMPETENCY SKILLS  
MAPPING GUIDANCE**

**ARRANGE  
YOUR KNOWLEDGE  
AND  
SKILLS' GAP ANALYSIS  
INTERVIEW**

**SELF-ASSESS  
AGAINST  
THE  
COMPETENCIES**

# HOW EMA MEMBERSHIP LEVELS CORRESPOND TO THE PROFESSIONAL DEVELOPMENT PATHWAY

