

CBI

CBI SCOTLAND: BUSINESS MANIFESTO

Powering up jobs, economic growth
and innovation across Scotland



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CBI Scotland Foreword

Foreword by Michelle Ferguson, Scotland Director, CBI

Scotland stands at a moment of real opportunity. After years of global shocks and domestic uncertainty, we now have the chance to build a stronger, fairer and more resilient economy, one that delivers growth for every community. Businesses across Scotland are ready to invest, innovate and create the jobs of the future. The question is whether the next Scottish Parliament will create the conditions to unlock that potential.

Economic growth touches every part of people's lives. When the economy grows, living standards rise, more people are in work, attainment improves, public services are better funded and communities feel more secure. When growth stalls, the impact is immediate and painful: unemployment rises, wages flatline and families are left struggling to cope. The fallout is real; poorer health, deeper social harm and economic pressures that leave lasting scars.

Growth gives government the means to invest in schools, hospitals, housing and infrastructure. It gives families the confidence to plan for the future. And it creates opportunity in every corner of Scotland. As we head towards the 2026 election, the message from business is clear: *sustainable growth must be the central mission of the next Scottish Parliament.*

The stakes are high. Over the last 15 years, Scotland, the UK and the wider world have faced repeated shocks, the global financial crisis, the pandemic, geopolitical instability and a challenging new trading environment with the EU. The legacy is visible in sluggish productivity, persistent skills shortages and an investment climate marked by caution. Yet Scotland also has enduring strengths: world-class universities, a globally recognised food and drink sector, life sciences at the frontier of discovery and the energy resources to power both the UK's net zero transition and long-term economic resilience.

Business leaders are clear that Scotland cannot afford drift. Planning backlogs, grid bottlenecks and under-resourced systems slow delivery and cost us jobs. Tax, procurement and regulatory divergence risks adding complexity at the wrong moment. And a fragmented skills system still leaves employers without the clarity or the talent pipeline they need.

But the opportunity ahead is immense. CBI Economics analysis shows that green industries alone could add £37–57 billion to UK GDP by 2030¹, with Scotland perfectly positioned to capture a major share. Closing skills gaps would unlock billions more in productivity and higher wages. And with policy stability, Scotland can extend its record as the UK's top destination for foreign direct investment outside London.

¹ CBI | [Going for Green, the UK's Net Zero Growth Opportunity](#)

That is why this manifesto, built with input from members across every sector and region of Scotland, sets out a programme for action in five areas:

- **Building Scotland's infrastructure and energy future:** Scotland must deliver faster on grid upgrades, transport, housing, planning and strategic energy projects to unlock private investment and turn its green potential into real economic growth.
- **Futureproofing Scotland's workforce:** Fixing the funding foundations of our skills system, a single Skills Strategy, transparent Apprenticeship Levy funding, expanded childcare funding and a stable apprenticeship system are essential to closing skills gaps and preparing people for a modern, high-productivity economy.
- **Creating a competitive business environment for Scotland:** A long-term tax roadmap, no further income tax divergence, a clear public procurement strategy and modern, evidence-based regulation would restore confidence and make Scotland a more attractive place to invest and grow.
- **Powering Scotland's digital and innovation economy:** Accelerating full-fibre, closing 4G/5G gaps, expanding DigitalBoost and strengthening R&D support would help Scottish firms adopt technology, innovate at scale and compete globally.
- **Scotland competing on the global stage:** A sharper trade and investment strategy, expanded export support and faster planning for major projects would boost Scotland's international competitiveness and secure the next wave of global investment.

This next Scottish Parliament is an opportunity for growth. Business and government must act together, with urgency and ambition, to secure the jobs, investment and prosperity Scotland deserves. CBI Scotland and our members are ready to play our part. Growth is a shared endeavour, and only through true partnership can we unlock Scotland's full potential. Let's get started.



Michelle Ferguson

Director, CBI Scotland



CBI Scotland Council Chair Foreword

Foreword Martin Pibworth, CEO, SSE

We all know that a thriving Scottish economy is the backbone of a fair and confident Scottish society. It underpins higher living standards, funds better public services, and creates the jobs and investment that allow communities across the country to flourish.

As we look to the next Scottish Parliament in May, we should see the next five years as an opportunity to place economic growth firmly at the centre of our national agenda – not for its own sake, but for everything it enables.

The global economy is shifting in ways that both complement Scotland's strengths and pose new socioeconomic challenges. From the energy transition to the accelerating impact of artificial intelligence, the coming Parliament will be pivotal in securing Scotland's long-term economic resilience. Holyrood has the powers to act decisively: control over education, skills, planning, business rates, taxation, and key aspects of transport and energy allows policy to be shaped to Scotland's specific needs.

A key question for the next five years will be how these powers can be leveraged to give Scotland's leading sectors and innovators a lasting competitive advantage; translating our significant national potential into enduring prosperity.

As Chair of the CBI in Scotland, I am proud that our manifesto provides a blueprint for achieving that goal: policy proposals tailored for growth, developed collaboratively with businesses of every size, from every region and every part of the economy.

Ultimately, these levers are most effective when used in partnership. Sustainable growth relies on a close, constructive relationship between the public and private sectors; one that aligns long-term national strategy with the realities of doing business. The CBI Scotland's Manifesto is more than a set of recommendations; it is a shared commitment to collaboration. It calls for government, parliament, and industry to look to the future with confidence, ambition and, above all, in partnership – to unlock a stronger, fairer and more resilient economic future for Scotland.



Martin Pibworth

CBI Scotland Council Chair & CEO of SSE



How business leaders from across Scotland shaped this manifesto

This manifesto has been built with our members. It reflects the real-world experience of leaders across every sector of Scotland's economy from global corporations and household brands to family firms, SMEs and trade associations.

Founded 60 years ago, the CBI is the collective voice of business. We represent 850 direct members across the UK, covering 1,200 registered companies and a further 150,000 businesses through our trade association network. Our members employ people in every sector, in every region and nation of the UK, making the CBI uniquely placed to bring together business insight with policy influence.

In Scotland, this manifesto draws directly on the expertise, priorities and concerns of our members. This process ensures that every recommendation in this manifesto is rooted in the lived experience of Scottish businesses, from the front line to the boardroom, and reflects a shared ambition: to make Scotland one of the most competitive, innovative and inclusive economies in the world. It has been shaped through:



Bespoke member roundtables on each of the core policy themes, ensuring proposals are grounded in business reality.



A dedicated online consultation, enabling our members to feed in evidence and ideas via a survey.



Ongoing engagement across our working group, Councils, networks and 1-2-1 meetings, including the CBI Scotland Council, People & Skills Network, Infrastructure Working Group, Net Zero Working Group, Government Affairs Network and Future Leaders Network.



Evidence from the CBI & Addleshaw Goddard Scottish Productivity Index, throughout this Manifesto there is reference to our 2025 index which tracks and measures performance across Scotland's economy. You can find the full [2025 CBI Scottish Productivity Index here](#).

Key asks from CBI Scotland's manifesto



Building Scotland's infrastructure and energy future

Scotland's growth now hinges on whether we can deliver the infrastructure that supports it. Faster grid upgrades, a clearer more pragmatic approach to nuclear energy, modern transport links and a planning system that works at pace would unlock billions in private investment. A national housing target and decisive progress on major infrastructure projects would clear long standing barriers and turn Scotland's assets and potential into real economic gain.



Futureproofing Scotland's workforce

Scotland needs a skills system aligned to the economy we are building, not the one we inherited. Fixing the funding foundations of colleges and universities, setting a single Scottish Skills Strategy, and bringing transparency to Apprenticeship Levy funding are essential to restoring confidence and capacity. Expanded childcare funding from nine months, a stable and demand led apprenticeship offer, and lifelong learning that works for adults would lift participation and tackle persistent shortages. With clearer accountability and employers embedded in delivery, Scotland can boost productivity and equip its workforce for the future.



Creating a competitive business environment for Scotland

Scotland must offer stability and predictability if it wants to attract the next wave of investment. A long-term tax roadmap and no further income tax divergence would send a clear signal that Scotland is open for business. Reforming public procurement with a clear strategy that avoids harmful divergence with the rest of the UK, alongside business-rates modernisation, would help firms invest with confidence and grow.



Powering Scotland's digital and innovation economy

Scotland has world-class research, but digital infrastructure and scale-up performance still lag behind competitors. Accelerating full-fibre rollout, closing 4G and 5G gaps and expanding DigitalBoost would drive productivity and unlock tech adoption across every sector. Simplifying R&D support and deepening university–industry collaboration would help more Scottish firms innovate, commercialise and compete globally.



Scotland competing on the global stage

Scotland has global strengths in energy, financial services, food and drink, life sciences and education, but its export base is narrow and competition is intensifying. To grow sustainably, Scotland must work with the UK Government to expand exports, attract investment and promote class sectors in high growth markets. Supporting more exporters and faster investment decisions would boost productivity, resilience and long term growth.

Building Scotland's infrastructure and energy future

Scotland is an energy powerhouse, built on decades of oil and gas investment and North Sea jobs and expertise, now alongside world class offshore wind, carbon capture, hydrogen and major projects like Berwick Bank. Scotland's long-term growth will be won or lost on whether we can build the infrastructure that underpins it. Transport links, housing, digital networks, ports and energy infrastructure all shape investment decisions, productivity and opportunity, yet too much of Scotland's system is ageing, congested or delayed. Planning bottlenecks, grid constraints, stalled transport upgrades and under resourced local authorities are slowing growth across every region.

At the same time, high energy costs have become a structural threat to competitiveness, not a temporary spike. In a 2025 CBI survey, 88% of firms reported higher energy bills, with 45% cutting workforce and training investment and 42% scaling back spending on plant and machinery just to absorb the costs. Businesses are being forced to trim the very investment Scotland needs to grow.

This matters even more given the central role of the North Sea. Scotland's energy sector delivers major investment into Scotland, high-value jobs and world-class engineering skills, assets that anchor supply chains today and are essential for scaling offshore wind, hydrogen and carbon capture tomorrow. Scotland has the assets, but delivery is not keeping pace with ambition. If Scotland wants modern connectivity, affordable energy and infrastructure that supports every part of the economy, we need a decisive shift from strategy to action. The choice is stark: move faster or see investment, jobs and regeneration flow elsewhere. But if we build at pace and provide certainty, Scotland can secure the energy, resilient transport links and world-class infrastructure that drives growth in every part of Scotland.



Snapshot from the CBI Productivity Index 2025

EV charging density: 108 public chargers per 100,000 people — a 41% annual increase, keeping Scotland ahead of the UK average for charger availability and rollout pace.

Average travel-to-work time: 26 minutes (UK: 29 mins) — up from 24.5 minutes in 2022 but still shorter than the UK average, indicating relatively efficient commuting outside major urban centres.

Scotland's growing EV network is a national strength, supporting the clean transport transition. Commute times remain competitive, but continued investment in public and active transport is vital to sustain productivity and connectivity.

What we hear from businesses on the ground

“Long-term certainty in planning and delivery is critical. Businesses can invest in supply chains and equipment if they know projects like grid upgrades and transport links will actually happen.”

Renewable energy developer

Policy recommendations

Address long-standing barriers in the planning system to unlock investment in net zero infrastructure and look ahead to ensure the planning system is AI ready

Scotland's planning system is the single biggest determinant of whether investment translates into real economic growth. Every month of delay means lost jobs, stalled regeneration and rising project costs. A modern, well-resourced planning service must be seen not as a regulatory hurdle but as a national growth enabler. The National Planning Framework 4 puts climate change at the heart of planning, but businesses say delays, under-resourcing, and inconsistency still hold projects back. CBI supports the start of planning hubs as a new way to address backlogs and skills gaps but pace and urgency is needed. CBI Scotland calls for:

- Provide regular, consistent funding for planning services, with planning fees ringfenced to boost local authority capacity.
- Address the shortage of planners through better support for planning education and new entry routes into the profession.
- Roll out Local Planning Hubs at pace, and in the meantime enable joint appointments, use of retired planners, or DPEA Reporters to clear backlogs.
- Collaborate with statutory consultees to provide clearer guidance within NPF4 and coordinate consents through a single gateway.
- Limit the time and scope of Public Local Inquiries to ensure decisions within 12 months of submission.
- Work with the UK Government to create an overarching UK-wide strategy for planning of nationally significant projects like offshore wind and CCUS.
- Establish a national Planning Performance Framework with annual public reporting on decision times, approvals, and delivery outcomes, ensuring accountability and continuous improvement across all local authorities.
- AI generated consultation responses risk manipulating the planning process, ensure local authorities are AI ready to mitigate this while exploring how they can best use AI to improve and speed up the planning process.

Commit to and deliver a Clyde Metro, including a direct link to Glasgow Airport — as a transformational project for growth and connectivity in Scotland’s largest city

The Clyde Metro had previously been identified by the Scottish Government’s second Strategic Transport Projects Review² as a key strategic project to improve connectivity across Glasgow and the surrounding region, linking communities more effectively to jobs, education and public services. Without decisive action, progress risks stalling and Scotland will miss the chance to unlock one of the most significant transport investments of a generation. A fully backed Clyde Metro would support inclusive growth, improve productivity by reducing travel times, provide a faster link for Glasgow Airport to the wider area and play a critical role in meeting net zero targets by shifting demand to low-carbon public transport.

- Confirm the Clyde Metro as a national infrastructure priority, with clear timelines and delivery milestones.
- Establish a joint UK–Scottish–regional funding model to accelerate design and construction, ensuring stability over multiple parliaments.
- Embed the Metro within a wider green transport and net zero strategy, maximising carbon savings and integrating with active travel and EV networks.
- Provide a transparent business case and impact assessment, showing how the project will boost productivity, attract investment, and support regeneration across the west of Scotland.

Delivery of upgrades to Scotland’s strategic road network, dualling the A9 and key transport arteries

Scotland’s long-term growth depends on safe, reliable connections between its cities, regions and supply-chain hubs. Incomplete dualling of the A9 and A96 has left costly bottlenecks that constrain productivity, slow logistics and deter investment in the Highlands and north-east. Completing these projects is a national economic priority, improving safety, cutting journey times and strengthening regional resilience. Finishing the A9 dualling, upgrading key sections of the A96 and trunk roads, and integrating these with EV charging and digital networks would create skilled construction jobs, boost tourism and freight, and future-proof rural economies.

- Confirm a clear, funded delivery timeline for completion of A9 dualling by 2035, with transparent annual milestones and reporting. It is vital there are no further delays.
- Adopt a whole-corridor approach to the A9, A96 and other strategic routes, integrating upgrades with EV charging, active travel and digital infrastructure to maximise economic and environmental value.
- Use public–private models to attract institutional finance into major road upgrades, maintaining value for money while accelerating completion.

² [Transport Scotland | Investing for the future](#)

Electrifying Scotland's rail network

Scotland's rail network is a backbone of economic growth and the low-carbon transition, yet only around 30% of routes are electrified³, leaving key intercity and freight corridors reliant on diesel. This limits productivity, increases costs, and holds back efforts to shift freight from road to rail. A credible, phased electrification plan across the Central Belt, north-east and Highlands is essential to meet climate targets, improve reliability and connect communities with opportunity. Electrifying freight routes between Grangemouth, Inverness and Aberdeen would reduce heavy-goods traffic, cut emissions and create skilled engineering and manufacturing jobs. Backed by investment in new rolling stock and digital signalling, this would position Scotland as a leader in sustainable, high-quality transport infrastructure.

- Publish a national rail-electrification plan with clear funding, delivery milestones and alignment to the UK Rail Network Enhancements Pipeline.
- Prioritise early delivery of the central belt–Aberdeen–Inverness and Glasgow–Edinburgh–Dundee corridors, integrating works with upgrades to freight terminals and depots.
- Support innovation in low-carbon traction, including battery and hydrogen trains, to bridge non-electrified gaps and build exportable expertise in clean rail technology.
- Coordinate with Network Rail and UK Government to streamline planning and procurement, ensuring supply-chain stability and shared standards across devolved and reserved responsibilities.

Reassess Scotland's nuclear energy position to ensure Scotland benefits from the jobs and investment from new modular reactor funding

The Scottish Government's opposition to new nuclear generation risks excluding the country from the next wave of investment in Small Modular Reactors (SMRs), where billions are already being committed elsewhere in the UK⁴. Without at least assessing the economic opportunity, Scotland could lose out on high-value jobs, supply chains, and long-term energy security. CBI Scotland calls for:

- Commission an economic assessment of the jobs, investment, and supply chain opportunities Scotland could capture from SMR industry. Quantify the costs of inaction, including the scale of investment currently flowing to England and Wales because of Scotland's current policy stance.
- Explore where Scotland and its energy-focussed skills and industrial base can capitalise on this investment in the UK. The Scottish Government should work with the UK Government to evolve the Energy Skills Passport so people can use this towards the nuclear industry beyond decommissioning.
- Use the findings to create a transparent evidence base for future energy decisions, ensuring Scotland does not permanently miss out on a share of this growing global industry.

³ [Transport Scotland | Rail Decarbonisation Action Plan](#)

⁴ [Gov.UK | Rolls-Royce SMR selected to build small modular nuclear reactors](#)

Shift from strategy to delivery by aligning Scotland's climate and energy plans with clear funding and accountability

The Scottish Government has now published or drafted the key strategies for climate and energy, but businesses stress that documents alone will not unlock investment. What is missing is clarity on delivery timelines, funding commitments, and how progress will be monitored. Without this, Scotland risks losing competitiveness to other parts of the UK and overseas. CBI Scotland calls for:

- Integrate the Climate Change Plan, Green Industrial Strategy and Energy Strategy & Just Transition Plan into one coherent delivery framework with aligned objectives and milestones.
- Publish a transparent funding roadmap that shows how public investment will crowd in private capital across hydrogen, CCUS, renewables, and energy efficiency.
- Establish a delivery and accountability mechanism, with annual progress reports to Parliament tracking progress against targets and investment commitments.
- Provide a single point of contact for industry to engage with government on net zero delivery, reducing duplication and speeding up decision-making.
- The UK and Scottish Governments should deliver joined-up infrastructure strategies that align with planned business investments and prioritise competitive, net zero infrastructure to drive sustainable growth nationally and regionally.

Fast-track EV charging and decarbonise transport at scale

Public EV charging rollout is currently on track but must accelerate dramatically to meet 2030 targets. Logistics also needs a clear pathway to decarbonisation. CBI Scotland calls for:

- Fast-track planning and funding to accelerate public EV charging infrastructure, with a full implementation plan for 2030 delivery.
- Provide guidance to Local Authorities on invitations to tender for installation of EV charge points to optimise the grid connections opportunity.
- Publish a public-private roadmap for logistics decarbonisation, covering long-distance and last-mile journeys, with investment in energy infrastructure, low-carbon fuels and modal shift.

Ensure the revised Heat in Buildings Bill is backed by a robust delivery plan for skills, supply chains and industry support

The Bill is being reworked, but its ambition must be matched by clear mechanisms to deliver change in practice. Without an action plan, the sector risks underperformance, confusion, and slowed progress.

- A detailed implementation roadmap to accompany the Bill, outlining how skills shortages, technology supply, and supply chain capacity will be addressed.
- Harmonisation of Scottish measures with UK-level incentives (e.g. Clean Heat Market Mechanism, GB Insulation Scheme) to reduce fragmentation and overlap.
- Use of non-domestic rates incentives or reliefs to encourage early adoption of energy efficiency and low-carbon heating investments.
- Early signals about standards, regulatory timing and phase-in periods, so businesses and supply chains know what to plan for.
- A strong monitoring, evaluation and reporting framework built into the Bill to ensure transparency on progress and resource allocation.

Secure the future of the Scottish Industrial Energy Transformation Fund to support industrial decarbonisation

Manufacturers face high costs to cut emissions, and support schemes are critical to keeping Scottish industry competitive. While the Scottish Industrial Energy Transformation Fund (SIETF) remains open with funding allocated through to 2025–26, its long-term future has not been confirmed. Businesses need certainty that Scotland will not fall behind other parts of the UK where similar support continues.

- Confirm, extend and fund SIETF beyond 2026, giving manufacturers the confidence to plan multi-year investments in decarbonisation.
- Ensure the fund is streamlined and accessible for SMEs as well as larger firms.
- Align SIETF delivery with UK-wide industrial decarbonisation initiatives to maximise leverage of private capital.

Work with the UK Government to accelerate grid connections and deliver strategic energy projects

Grid delays are among the most critical barriers to net zero investment, with connection costs and timelines deterring projects across Scotland. Hydrogen and CCUS projects are also waiting for delivery certainty. CBI Scotland calls for:

- Expedite the construction of transmission infrastructure and streamline grid connections, working with UK Government, NESO and Ofgem to meet 2030 needs.
- Ensure the national significance of grid infrastructure is embedded in the Energy Strategy & Just Transition Plan.
- Partner with the UK Government to prioritise delivery of projects in Scotland within the UK Energy Security Plan, including the Acorn CCS project and Net Zero Hydrogen Fund projects at Whitelee, Gordonbush, Lanarkshire, and Inverness.
- Work with the UK Government to modernise and streamline land rights (necessary wayleaves and compulsory purchase orders) through amendments to the Electricity Act 1989, and issue guidance to minimise landowners' ability to demand ransom or delay vital projects.

Create the conditions for Scotland's ports to drive energy, trade and growth

Scotland's ports are critical to offshore wind, defence, manufacturing and the movement of goods. But slow and inconsistent marine consenting, patchy connectivity and policy divergence with the rest of the UK risk pushing investment elsewhere. Rather than creating more strategy documents, business wants delivery: faster decisions, clear prioritisation and a level playing field with the rest of the UK. CBI Scotland asks:

- Boost marine consenting by delivering materially faster, clearer approvals for port and port-associated infrastructure, including exploring a unified consenting route for nationally significant projects.
- Improve port connectivity through targeted upgrades to the road, rail and digital links that underpin freight, offshore wind and defence supply chains.
- Ensure Scotland keeps pace with English regulatory improvements, so ports remain competitive for investment in the UK.
- Use the £250 million Defence Growth Deal to expand port capacity, skills and logistics in hubs like Rosyth, aligning defence and commercial growth.

Ensuring Scotland's interests in national energy planning and digital infrastructure growth are co-ordinated and advocated for at a UK level

Scotland's renewable resources, floating offshore wind potential and established green sectors put it firmly at the centre of the UK's energy system. At the same time, Scotland's digital economy is expanding, with potential for new data centres and proposed AI Growth Zones driving demand for clean, reliable power. Without coordinated planning across these sectors, Scotland risks grid bottlenecks, missed investment and slower growth. The forthcoming Strategic Spatial Energy Plan, led by NESO, is a critical moment to ensure Scotland's opportunities, and Scotland's needs, are embedded from the outset. CBI Scotland asks:

- The Scottish Government must act as a proactive co-commissioner in the Strategic Spatial Energy Plan, ensuring Scotland's renewable strengths, grid needs and floating wind growth ambitions are fully reflected in the final plan.
- Ensure government fully understands the interdependence between energy infrastructure, digital capacity and future power demand, particularly for data centres and emerging AI Growth Zones, so planning and investment decisions keep pace with rapidly rising needs.
- Use devolved planning, consenting and investment levers to maximise Scotland's energy, digital and infrastructure strategies in a aligned way to secure jobs, investment and community benefits across coastal and regional economies.

Set a national housing delivery target of 25,000 new homes a year and treat housing as core economic infrastructure

Scotland cannot grow without the homes needed to attract and retain workers, support inward investment, and enable regional growth. With a backlog of more than 110,000 homes and 693,000 households in housing need⁵, housing must be treated as an economic priority. CBI Scotland calls for:

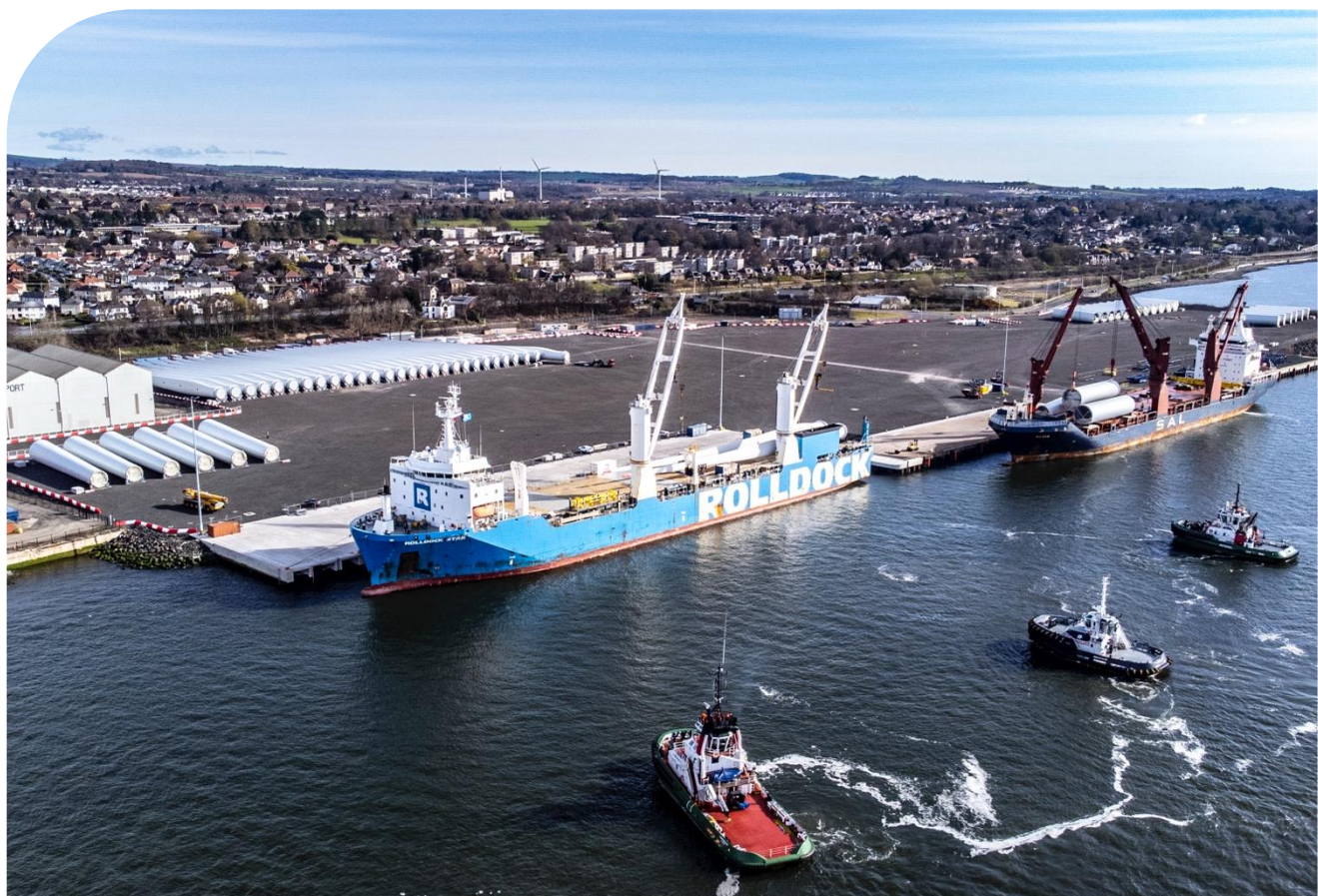
- A national target of 25,000 new homes a year, aligned to labour-market and productivity needs.
- Clear delivery milestones and accountability across government, recognising housing as essential economic infrastructure.
- Planning and consenting reforms that ensure land supply matches need, reduce delays, and enable private investment to flow into both affordable and market housing.

⁵ [Homes for Scotland | Homes Build Futures](#)

Reduce legal and land-rights uncertainty for major energy infrastructure projects

Investors repeatedly flag that Scotland's onshore energy infrastructure faces higher legal and delivery risk than the rest of the UK. Judicial review delays, outdated land-powers and inconsistent consenting frameworks slow projects, increase cost, and erode confidence in Scotland's ability to deliver grid, pipeline and transmission upgrades at pace. While the UK Government has already moved to curb repeated or unmeritorious challenges to nationally significant projects, Scotland has not mirrored these reforms. At the same time, developers still lack modern statutory tools to secure temporary land access or resolve oversail and overrun issues during turbine and component transport. These gaps collectively create delay, expose projects to ransom scenarios, and make Scotland a less predictable environment for long-term capital investment. CBI Scotland calls for:

- Align Scotland's judicial review framework with recent UK reforms to ensure faster, clearer and more consistent handling of challenges to critical infrastructure, reducing avoidable delay and strengthening Scotland's attractiveness as a competitive investment location.
- Introduce modern statutory powers for temporary occupation, oversail and overrun, so developers can securely access land for construction, transport and installation, avoiding ransom situations and keeping projects on schedule.
- Deliver a joint UK–Scottish Government reform of Electricity Act land-powers, modernising compulsory purchase and ensuring equivalent, up-to-date land rights and acquisition mechanisms across UK jurisdictions.



Futureproofing Scotland's workforce

Scotland's long-term growth depends on whether our labour market can keep pace with the economy we're trying to build. We have world-class universities, colleges and talent, but the system around them is too fragmented, too slow to adapt and often too far removed from what employers actually need. Scottish businesses are clear: we need a skills system that prepares people for the economy they're entering, not the one we grew up in. Skills shortages in digital, engineering, manufacturing and the green economy are already constraining investment, while demographic pressures mean more people are leaving the workforce than entering it. Productivity has been flat for over a decade, and without a pipeline of workers equipped for net zero, digitalisation and advanced manufacturing, Scotland risks falling further behind.

We need a labour market that boosts participation, supports lifelong learning and gives employers confidence in the skills system. Tackling childcare barriers would unlock thousands of workers. Reforming apprenticeships and adult training would help people move into higher-productivity jobs. And aligning provision with real employer demand would turn Scotland's education strengths into a genuine competitive advantage. Scotland can build a labour market that supports higher wages, stronger productivity and a modern economy, but it requires clarity, simplicity and delivery.

Snapshot from the CBI Productivity Index 2025

Higher-level qualifications: 53.7% of working-age population (UK: 47.1%) — UK-leading attainment, though 8.2% still have no qualifications.

Workforce training: 25.3% (UK: 25.0%) — down on last year but above pre-pandemic; long-term decline needs reversing.

Inactivity due to ill health: 34.3% (UK: 28.6%) — elevated and rising, weighing on labour supply and productivity.

Scotland's skills base is a strength; the challenge is sustaining training and tackling health-related inactivity to lift participation and output.

What we hear from businesses on the ground

“Employers are ready to invest in skills, but the current system is fragmented and hard to navigate. A single, clear skills strategy would help us align training with the jobs that actually exist.”

Energy and utilities company

Policy recommendations

Introduce funded childcare support in Scotland to match England’s 2023 expansion while preventing the salary cliff-edge

Affordable childcare isn’t just a social policy, it’s an economic necessity. CBI analysis shows that matching Scotland’s funding support for working parents to England’s recent expansion could bring around 2,200 people back into the workforce and deliver an £80 million boost to Scotland’s GDP. And for every 10,000 people who return to work, the GDP impact rises to over £300 million.

This policy increases workforce participation, helps close the gender employment gap, and boosts productivity by enabling more parents to work to their full potential. Employers benefit from a larger, more diverse talent pool, while families see higher disposable incomes and greater financial security. High childcare costs remain one of the biggest barriers to parents, especially women, entering or staying in work. England’s 2023 reforms expanded funded childcare to eligible working parents of children from 9 months, rising to 30 hours per week by 2025. Without an equivalent offer, Scotland risks falling behind in labour market participation, with employers struggling to recruit and retain talent and families facing unnecessary financial strain.

Scotland also has a real opportunity to attract higher earners, who lose out on all childcare support in England where one parent's adjusted net income exceeds £100,000. The Scottish system should include a sensible taper for support, so nobody earns more but takes home less.

- Introduce an equivalent funded childcare entitlement for eligible working parents of children from 9 months to school age, scaling to 30 hours per week.
- Publish a clear multi-year funding plan to ensure providers can expand places and workforce capacity sustainably.
- Work with employers and local authorities to expand flexible and workplace-based provision, especially in areas with acute shortages.
- Introduce tapered support for those earning more, to avoid the cliff-edge that exists in the English system.

Fix the funding foundations of Scotland's skills system

Scotland can't deliver growth if its skills system keeps funding yesterday's demand. Employers need a model that backs high-value provision, expands capacity where shortages are most acute, and supports lifelong learning instead of year-to-year firefighting. Funding must follow economic need, not legacy structures.

But the truth is starker. Scotland's colleges and universities are under acute financial pressure, and the system can no longer pretend that incremental tweaks will fix it. Funding per student has fallen sharply in real terms, institutions are increasingly forced to rely on volatile international income, and the Scottish Funding Council analysis shows that 22 out of 24 colleges in Scotland are running operating deficits for 2025-26. Without bold action, Scotland will not have the skills pipeline or research strength needed to compete. CBI Scotland calls for:

- Commission an independent, system-wide review of tertiary education, examining the future shape, size and funding of colleges and universities.⁶
- Secure long-term, sustainable funding for universities, including reviewing how places are funded so Scotland can grow capacity in priority subjects, especially high-cost STEM.
- Back modular, short and flexible upskilling, giving FE, HE and training providers the financial flexibility to offer rapid retraining aligned with Scotland's economic strategy.

⁶ [The Royal Society of Edinburgh | Time to grasp the thistle on finance](#)

Conduct and publish a full audit of skills funding in Scotland to bring transparency and accountability to the skills system

Businesses pay the Apprenticeship Levy with good faith, but in Scotland confidence in the system has been undermined by a lack of visibility over how much is raised, how it is allocated, and what outcomes it delivers. Unlike in England, where levy flows are more transparent, employers in Scotland struggle to see the return on their contributions, eroding trust and limiting investment in skills. To address this, CBI Scotland calls for:

- A published annual audit of skills funding in Scotland, including Apprenticeship Levy income and expenditure.
- Full clarity on Barnett consequentials received from the UK Levy and how these are distributed across apprenticeships, Skills Development Scotland, colleges, universities, and other training programmes.
- This is not about new spending commitments, it is about fairness, accountability and rebuilding employer confidence. Only with transparency can businesses be sure that the money they pay is being used to deliver the skilled workforce Scotland needs.

Create a single, transparent Scottish Skills Strategy and action plan

Scotland's skills system remains fragmented and hard to navigate. Even with recent reforms, employers still face unclear roles, duplication and slow delivery. We need one unified plan that aligns skills to economic need and restores confidence. CBI Scotland calls for:

- A single Scottish Skills Strategy, consolidating recent reviews and reforms, with clear roles for government, Skills Development Scotland, Scottish Funding Council, providers and a defined, formal role for employers in system design and oversight.
- A national outcomes framework focused on employment, progression and productivity.
- A delivery roadmap with clear accountability, strengthening regional and national leadership and ensuring employers are directly represented in the new governance arrangements.



Provide stability and expand apprenticeships with clarity and consistency across Scotland and the UK

Apprenticeships are central to Scotland's workforce future – but businesses cannot plan recruitment or investment while funding and direction remain uncertain. Employers want clarity and consistency across the UK to ensure expansion is fair and effective. CBI Scotland calls for:

- Confirm the future direction and funding timetable for apprenticeships as soon as possible, not in 2027.
- Ensure expansion is demand-led and creates opportunities across more sectors – from digital and engineering to food & drink – not just traditional areas.
- Expand Graduate Apprenticeships, responding to strong employer demand for existing and new frameworks and ensuring parity of esteem between academic and work-based routes.
- Establish consistency of apprenticeship levels and qualifications across the UK to avoid disadvantaging cross-border employers.

Scale up opportunities for upskilling and reskilling with demand-led and lifelong learning provision

CBI analysis has shown that nine in ten workers will need reskilling across this decade, yet the current system is fragmented and underfunded. Employers want demand-led solutions that make it easier for people to retrain throughout their careers and for providers to respond quickly. CBI Scotland calls for:

- Replace the lapsed Flexible Workforce Development Fund with a redesigned, demand-led model open to colleges, universities, and independent providers.
- Introduce a Skills Wallet for adults over 25, co-funded by government, employers, and individuals, to support lifelong access to modular, accredited training.
- Implement the Career Review reforms to build a modern, joined-up careers system, with advisers who are industry-facing, properly trained and equipped with real-time labour-market insight — supported by tools such as Skills Development Scotland's My World of Work platform.
- Reinstate sector relationship managers to rebuild strong links between schools, colleges, and industry.
- Address the “leakage” between FE and industry by giving employers more influence over course content, teaching methods, and equipment so graduates are genuinely job-ready.
- Scotland should also work with the UK Government to pilot targeted return-to-work programmes for older workers and those with long-term illness. In parallel, a more responsive migration system reflecting Scotland's demographic and sectoral needs would help ease persistent labour shortages.

Embed meta-skills and employability in education and create new pathways for experienced workers to retrain as trainers

Employers consistently highlight weaknesses in basic workplace skills and a shortage of trainers to pass on experience. A stronger focus on employability and pathways for second-career trainers will help build resilience in Scotland's workforce. CBI Scotland calls for:

- Introduce pre-work and employability modules in schools and colleges to improve workplace basics – punctuality, communication, teamwork.
- Create pathways for experienced workers to retrain as tutors, trainers, or assessors, addressing shortages and ensuring practical skills are transferred to the next generation.



Creating a competitive business environment for Scotland

Scotland must be one of the best places in the UK to invest and grow. Yet confidence is being held back by an unpredictable tax environment, unclear direction on public procurement and divergence from the rest of the UK. In a globally mobile economy, Scotland needs a stable, simple and competitive tax system that sends a clear message to investors: Scotland is open for business. When firms face higher costs or uncertainty here compared to elsewhere in the UK, it weakens our ability to attract and retain both capital and talent. By restoring clarity, fairness and competitiveness, Scotland can unlock new investment, support jobs across communities and strengthen its position as a modern, dynamic hub for growth.

Snapshot from the CBI Productivity Index 2025

Business investment: 10.2% of GDP (UK: 9.5%) — now above Scotland's long-term trend, signalling renewed confidence.

Business births: 10.8% (UK: 11.5%) — modest uptick, still trailing UK dynamism.

Business Investment back into double figures after two decades is a bright spot, but weaker export intensity and firm creation underline the need for a stable tax roadmap and pro-growth delivery.

What we hear from businesses on the ground

“Scotland's higher tax divergence and unpredictable regulation are creating hesitation for new investment. What business wants is stability, transparency and a clear long-term plan.”

Professional services firm

Policy Recommendations

Ensure Scotland keeps pace on changes in public procurement and avoids harmful divergence

Scotland's public procurement system is drifting away from the rest of the UK at the very moment Westminster is modernising its rules. While the rest of the UK have introduced a simplified, more flexible regime under the Procurement Act 2023, Scotland has continued to mirror legacy EU rules structures without a clear strategy for the future. Businesses are increasingly concerned that poorly managed divergence could add cost, complexity and delay while offering no clear benefit for Scottish firms or taxpayers. To stay competitive, Scotland needs a clear plan for the future on public procurement that is aligned with economic growth and informed by business. CBI Scotland calls for:

- Review the impact of divergence with the rest of the UK, assessing how differing procurement rules affect supplier costs, competitiveness and cross-border bidding.
- Establish a Procurement Futures Team with business and major buyers to map Scotland's long-term direction: alignment with the UK, continued EU-style rules or a bespoke Scottish model. Businesses need a clear vision for the future of public procurement in Scotland.
- Look to apply lessons from recent Westminster reforms in the Procurement Act 2023, adopting practical changes that simplify processes, reduce red tape for SMEs and speed up procurement without overhauling the whole system.

No further tax divergence to keep Scotland attractive for talent

Scotland's income tax system now has six bands, with higher and top rates above those in the rest of the UK. While Ministers have pledged no further rate rises before 2026, divergence is already making it harder for employers to recruit and retain skilled workers. Without action, Scotland risks losing competitiveness in key sectors. CBI Scotland calls for:

- Commit to no new bands or increases, providing stability and certainty for employers and employees.
- Commission an independent review to assess how divergence with UK tax policy is affecting competitiveness, recruitment, and retention.
- Set out a longer-term pathway to narrow the gap with the rest of the UK, ensuring Scotland remains an attractive place to work and invest.

Develop a long-term tax strategy for growth

Scotland needs a stable and predictable tax system that supports investment and sends a clear message to global markets. Right now, businesses face uncertainty and complexity that undermine confidence. A long-term approach, based on simplicity, proportionality, and competitiveness, would give firms the clarity they need to plan and invest. The Scottish Government published its latest Tax Strategy alongside the 2025–26 Budget, but it remains high level. Businesses still lack certainty over how tax policy will evolve year to year. A credible stability plan must provide clarity, predictability, and measurable outcomes.

Scotland's fiscal framework should also evolve to enable greater capital investment and shared risk on major infrastructure. Aligning fiscal rules with long-term growth would give governments the flexibility to fund productivity-enhancing projects without undermining fiscal sustainability. CBI Scotland calls for:

- Publish a rolling multi-year tax roadmap setting out planned changes across all devolved taxes.
- Commit to one main tax event per year to reduce volatility and policy churn.
- Report annually on the impact of tax decisions on investment and competitiveness.

Keep Scotland competitive with proportionate justice and without frivolous mass legal claims

The Scottish Civil Justice Council is considering a shift to introduce opt-out group procedure (class actions). A call for evidence is underway and if introduced, Scotland would see a major change that would automatically and frequently pull thousands of individuals and businesses operating in Scotland into expensive, mass litigation in a range of claim types, akin to the US claims culture. For businesses, this change risks diverting attention away from investment and growth towards defending broad, speculative actions, paying higher insurance premiums, and taking up crucial management time as a result of greater legal exposure. The widescale introduction of opt-out could also make Scotland a more attractive venue for unregulated third-party litigation funders. Compared to the rest of the UK, this would create new uncertainty for investors and add another layer of divergence for firms operating across England and Scotland. CBI Scotland calls for:

- Scottish Government to resist the introduction of opt-out mass litigation for all claim types to avoid Scotland becoming an outlier within the UK and inviting 'forum shopping', higher insurance premiums, and increased compliance burdens.
- A proportionate, evidence-led approach before any change, including a full economic impact assessment and review of lessons from jurisdictions where opt-out models have fuelled predatory litigation.
- Robust guardrails if reform proceeds, including strict certification tests and restrictions on standing, regulation of and stronger judicial oversight of litigation funding, and mechanisms to prevent duplicate, weak or opportunistic claims.

Reform the non-domestic rates system to remove barriers to investment and avoid further divergence from England

Non-domestic rates remain one of the biggest fixed costs facing Scottish firms, especially those in investment-intensive sectors. While Scotland has frozen the basic rate for smaller properties, the higher property rate continues to place a disproportionate burden on larger premises. England's decision to introduce a higher multiplier for very large properties, and lower multipliers for retail, hospitality and leisure from 2026–27, changes the landscape, but the central issue remains: Scotland needs a business rates system that is competitive, investment-friendly and aligned with long-term economic growth. Scotland's economy can't afford a business rates system that drifts further from England and leaves Scottish based businesses paying more to do the same job. CBI Scotland calls for:

- A comprehensive review of non-domestic rates to align the system with Scotland's long-term economic ambitions and fairness principles.
- Ensure future Scottish rate differentials remain competitive with emerging UK policy, reviewing the higher property rate to avoid disadvantaging Scottish investment as England introduces new multipliers from 2026-27.
- Simplify and modernise reliefs to incentivise investment in high streets, manufacturing, and net zero upgrades.

Commit to responsible investment and procurement policy decisions that protect Scotland's economic interests

Scotland needs a predictable policy environment where government and business work together to manage global risks, uphold ethical standards and protect jobs and investment. Businesses understand the importance of responsible procurement, but they need clear, proportionate and evidence-based decisions. Recent proposals to restrict public funding or support for companies involved in legitimate, regulated defence exports risk creating uncertainty across manufacturing, aerospace, engineering and advanced technology sectors operating under strict UK export controls and supporting thousands of high-value Scottish jobs.

Without proper assessment or consultation, major policy shifts could weaken supply chains, damage investor confidence and undermine Scotland's competitiveness. Business wants a partnership approach that meets ethical responsibilities while protecting Scotland's economic resilience and reputation as a stable, rules-based place to invest.

- Conduct and publish an economic impact assessment of any proposed restrictions, including effects on jobs, apprenticeships, skills pipelines, supply chains, inward investment and Scotland's advanced manufacturing and innovation ambitions.
- Provide policy stability and clarity for regulated sectors, with clear guidance, alignment with UK export licensing rules, and predictable timelines and consultation processes for any future decisions affecting defence, advanced manufacturing and technology firms.

Powering Scotland's digital and innovation economy

Scotland's digital and innovation strength will decide whether we can genuinely compete in a global economy. We've got the ingredients: world-class universities, strong start-up clusters, and high-value sectors in life sciences, fintech, energy and advanced manufacturing. But we're still too slow at adopting technology, commercialising research, and rolling out the digital infrastructure a modern economy needs. Ultrafast broadband and full fibre aren't luxuries, they're as essential as transport and energy networks. Scotland has a real opportunity to lead. Our fintech ecosystem is one of Europe's strongest, our research base is globally recognised, and the digital economy already adds over £6 billion a year to national GVA. Scaling digital adoption among SMEs and turning more of our research excellence into commercial success would create high-value jobs, attract global investors and cement Scotland as a testbed for cutting-edge technologies. With coordinated investment in infrastructure and innovation, Scotland can close its productivity gap, accelerate growth and build a truly connected, competitive digital nation.



Snapshot from the CBI Productivity Index 2025

Business R&D: 1.45% of GDP (UK: 1.96%) Scotland has slipped below its long-term trend of 1.72%, widening the R&D intensity gap with the UK and signalling weakening momentum after earlier gains.

Digital infrastructure: 4G and 5G readiness:

- **4G coverage** has improved significantly (77–80% of premises, up from 59–76%), but Scotland still trails the UK average (88–89%) and has the highest share of 4G total not-spots in the UK (11%).
- **5G coverage** continues to expand (54–76% of premises, up from 39–70%), yet rollout remains slower than the UK as a whole (61–79%).
- **Full-fibre access** has risen to 61%, but remains below the UK figure of 69%, with rural and island areas experiencing the slowest progress.

Scotland's strengths in research and talent are real, but declining R&D investment and patchy digital infrastructure point to a widening gap between potential and delivery. Accelerating 4G/5G rollout, completing full-fibre coverage and supporting wider digital adoption will be critical to unlocking productivity gains across every region of the economy.

What we hear from businesses on the ground

“Digital infrastructure is the backbone of a modern economy. The pace of rollout is improving, but rural areas are still left behind. Closing those gaps would be transformational for SMEs.”

Technology and telecoms company

Policy Recommendations

Accelerate Scotland's full fibre rollout

Digital connectivity is now the backbone of Scotland's economy, essential for productivity, innovation, and regional inclusion. Yet many rural and semi-rural areas remain underserved, holding back small businesses, remote workers and public service delivery. Achieving universal full fibre coverage by 2030 must be treated as a national infrastructure priority, matched with clear milestones, coordinated leadership, and investment across the UK and Scottish Governments. Doing so will unlock billions in economic value, strengthen rural communities and ensure every business and household can participate in the digital economy. CBI Scotland calls for:

- Deliver universal gigabit-capable broadband by 2030, with transparent annual progress reporting and shared accountability between UK and Scottish Governments.
- Accelerate rollout in rural and remote areas through targeted investment, streamlined planning, and faster wayleave agreements to reach the hardest-to-connect regions.
- Embed digital infrastructure into planning and major projects, ensuring all new housing, transport and industrial developments are built with gigabit-ready connections.

Close Scotland's digital infrastructure gap with 5G rollout

Scotland needs mobile and broadband networks that match the pace of a modern economy. Patchy 5G deployment, slow rural rollout and planning bottlenecks are now a drag on productivity, investment and public service delivery. Without action, Scotland risks slipping behind international competitors and losing out on the economic gains of a fully digital economy. CBI Scotland calls for:

- Treat 5G deployment as national infrastructure, with clear targets and an annual progress report.
- Modernise planning rules to accelerate mobile rollout, including faster approvals, clearer guidance and lifting height limits on monopoles.
- A joint UK–Scottish digital infrastructure plan covering mobile, broadband, grid and data centre needs.
- Close rural connectivity gaps through targeted investment and streamlined wayleave processes.

Expand and stabilise DigitalBoost to accelerate SME adoption of digital and productivity-enhancing technologies

Scotland's SMEs face higher barriers to adopting digital tools compared to international competitors. Existing DigitalBoost grants and advice are welcome, but funding has been inconsistent and some schemes have paused, creating uncertainty. CBI Scotland calls for:

- Guarantee long-term funding and stability for DigitalBoost, delivered consistently across all local authorities, so businesses can plan investments with confidence.
- Expand support to cover AI, automation, data analytics and cyber security, with tailored programmes for traditional sectors like food & drink, construction and manufacturing.

Streamline R&D support and strengthen university–industry collaboration

Scotland's innovation system is held back by a confusing mix of UK-reserved and devolved schemes that leaves firms navigating multiple portals, funding rules and agencies. UKRI's recent reforms help at the UK level, but without better coordination in Scotland the overall landscape remains fragmented and hard for SMEs to access. At the same time, squeezed knowledge-exchange budgets limit universities' ability to work with industry at scale. CBI Scotland calls for:

- Create a single, user-friendly Scottish "front door" for innovation support, aligning devolved schemes with UKRI's new structure and making the mixed system easier for firms to navigate.
- Increase and protect knowledge-exchange funding to universities and colleges, strengthening applied research capacity and helping institutions match UKRI investment.
- Expand flexible, modular partnership models, including scaling up Knowledge Transfer Partnerships and creating Scottish equivalents where gaps exist, so SMEs can access expertise without prohibitive cost or complexity.



Unlock finance and investment to help firms scale innovation

Scotland lags international peers in access to scale-up finance and risk capital, limiting the growth of high-potential firms. CBI Scotland calls for:

- Expand patient capital and risk-sharing schemes to help innovative firms move from pilot to commercial scale.
- Align Scottish support with UK-wide and private finance initiatives to crowd in global investment.

Scale up Scotland's innovation economy

Scotland has strong early-stage activity, but too many deep-tech and science-based firms hit a scale-up wall and relocate when they need facilities, investment and coordinated support. To keep high-potential companies in Scotland and grow the next generation of globally competitive innovators, government should work with business and the wider innovation ecosystem to build a full scale-up pathway. CBI Scotland calls for:

- Expand the Deep Tech Supercluster into a fully funded national programme, including new wet labs, robotics and semiconductor facilities, and shared advanced manufacturing space.
- Evolve and grow the National Manufacturing Institute Scotland into a shared manufacturing platform that supports deep-tech spin-outs through prototype, regulatory and early production stages.
- Deliver the STER recommendations on education and entrepreneurial skills, creating a “cradle-to-founder” pipeline that develops both technical and commercial capability.



Scotland competing on the global stage

Scotland has global strengths in energy, financial services, food & drink, life sciences, and education. These industries underpin our exports, attract inward investment, and shape Scotland's reputation abroad. But international competition is intensifying while Scotland's export base remains narrow. To grow sustainably, Scotland must strengthen its position on the world stage, working with the UK Government and global partners to expand trade, attract investment, and showcase Scotland's world-class sectors. Exports are a major driver of productivity, yet only a small proportion of Scottish firms currently trade internationally. By competing more effectively for international capital and diversifying Scotland's trade footprint, government and business together can unlock new markets, boost resilience, and secure the green growth prizes of the future.

Snapshot from the CBI Productivity Index 2025

Exports: 20.1% of GDP (UK: 31.1%) – Scotland's long-term trend is steady but still trailing UK levels, with export growth momentum lost after a brief post-pandemic recovery.

Scotland is outperforming the UK on business investment, showing renewed confidence in capital spending, but lagging on export intensity, underlining the need to expand global reach and competitiveness.

What we hear from businesses on the ground

"Scotland's export potential is huge, but too often firms are put off by the complexity of entering new markets. We need better coordination between UK and Scottish agencies, and more support for businesses to take that first international step."

Manufacturing and engineering member

Policy Recommendations

Promote Scottish exports and diversify into high-growth international markets

Scotland's export base is narrow, with too few firms selling internationally and over-reliance on a small set of markets. To build resilience and unlock growth, government should work with business to widen market access and promote Scotland's world-class goods and services abroad. CBI Scotland calls for:

- Launch a refreshed Trade and Investment Strategy for Scotland with clear targets to increase the number of exporting firms.
- Prioritise high-growth markets in Europe, Asia-Pacific and the Middle East, using Scottish Development International resources strategically.
- Expand tailored export readiness support for SMEs, with practical help on digital trade, compliance, and supply chain connections.

Showcase Scotland's sectors on the global stage through strategic campaigns and partnerships

Trade promotion is a shared space: UK Government sets trade policy, while Scottish Government, Scottish Development International (SDI) and industry shape Scotland's brand and global visibility. With global competition intensifying, Scotland needs consistent messaging and a coordinated presence on the world stage. CBI Scotland calls for:

- Deliver joint government–industry campaigns to promote Scotland's green economy, fintech, and life sciences on the world stage.
- Use trade missions, global events and platforms to position Scotland as a leader in net zero and clean growth.
- Strengthen collaboration with the Foreign, Commonwealth and Development Office, including British Embassies overseas and HM Trade Commissioners, to ensure Scotland's priorities are represented on the world stage.



January 2026

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