# The Search for ESG Talent

The next generation of consumers expect businesses to have a point of view on societal and environmental issues, and to be doing the right thing for people, communities and the planet.1

With more focus than ever on progress over pledges, organizations must move beyond target-setting to accelerate meaningful advances against Environmental action, Social impact, and good Governance (ESG).2



Nearly 8 in 10 organizations have already developed their ESG strategy, yet 94% of companies lack the necessary talent to implement their goals.



### **Sustainability Commitments are Shaping In-Demand ESG Roles**

We surveyed hiring decision makers across 41 countries to learn about their strategic talent management plans to meet their ESG priorities.

Employers are now recruiting across E, S and G.

Roles that address Health & Wellbeing (39%) are as in-demand as Corporate Sustainability (39%) as companies respond to louder calls on prioritizing employee wellbeing.

#### **Environmental Roles**



#### Social Impact Roles



**Governance Roles** 

- Environmental, Health & Safety (59%)
  - Corporate Sustainability (39%)
- Recycling & Waste Management (37%)
- Ecosystem & Biodiversity Management (33%)
- Renewable Energy Generation & Maintenance (31%)
- Health & Wellbeing (39%)
- Talent & Leadership Development (31%)
- Diversity & Inclusion (29%) Workforce Planning (26%)
- Talent Acquisition & Recruiting (23%)
- Ethics & Compliance (27%)
- Cybersecurity (25%) Data Privacy & Protection (24%)
- Enterprise Risk Management (22%)

Government & Public Affairs (18%)

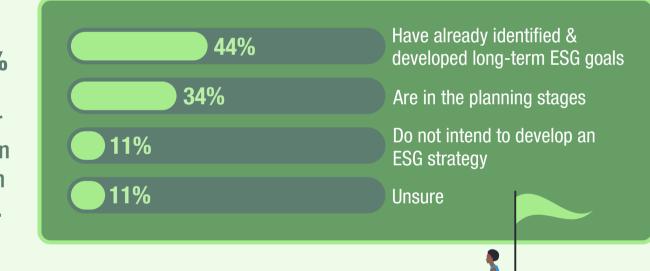
**76%** of employers are hiring in one or more area across E, S and G roles.





Less than half of businesses surveyed have long-term ESG goals, yet 64% of workers want to work for organizations that positively contribute to society.3

> **Despite** demand, **22%** of employers are unsure or don't intend on developing an ESG strategy.



# **Accessing Talent is Key to Walk the Talk on ESG Commitments**

Talented teams are needed to shift the needle on ESG priorities and companies are taking action to develop through building, buying, borrowing or bridging the right blend of talent.

# **Borrow**



**Build** 

Consider part-time, freelance, contract, and temporary workers to complement existing workforce. 27% plan on leveraging the expertise of external consultants.

# Bridge



Assess whether workers can be reallocated to different areas of your business or whether they need help moving on and up to new roles.

Create communities of internal talent – Look within and provide opportunities for Education, Experience and Exposure by bringing together multi-functional teams. 52% are already planning on upskilling their existing workforce and 39% will be adding ESG responsibilities to current roles.

the best talent that cannot be built in-house. 41% of employers will be recruiting new, external talent.

Look to the external market to find

Employers were able to choose multiple answers, therefore totaling more than 100%

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Social Media Engagement With Issue, Pew Research Center, 2021





Talent Solutions

<sup>&</sup>lt;sup>2</sup> Closing the Sustainability Skills Gap: Helping businesses move from pledges to progress, Microsoft 2022

<sup>&</sup>lt;sup>3</sup> What Workers Want to Thrive at Work, ManpowerGroup & Thrive Global, 2022