

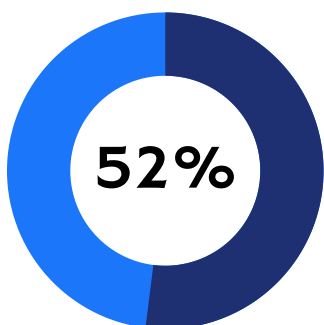


CSR Talent Group Staffing and Capacity Study:

# **New Data Reveals Disconnect Between CSR/ESG Goals and Staffing Capacity**

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CSR Talent Group  
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## New Data Reveals Disconnect Between CSR/ESG Goals and Capacity



New research from CSR Talent Group reveals that many companies lack the capacity needed to achieve their CSR, ESG, and Sustainability goals.

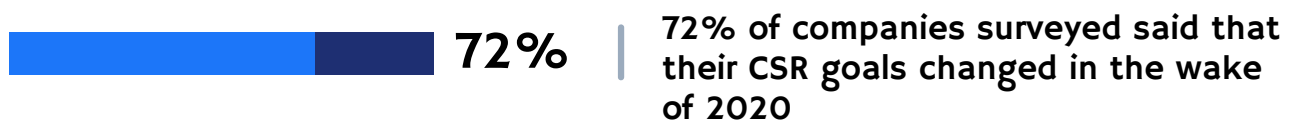
More than 50% of companies don't have the expert staff needed to reach company CSR, ESG, or Sustainability objectives due to:

- A lack of time needed to find the right talent
- A limited network to connect with the right CSR experts
- The cost of hiring staff

*"In the wake of 2020, our team is revamping our social impact programs, working on a new strategy, and aligning the work across the organization to become more relevant and cohesive."*

– In-House Fortune 1000 CSR Professional

## TOP LEVEL FINDINGS:



The pandemic, Black Lives Matter, and overt signs of climate change had a significant impact on how companies shaped their revised goals for 2021 and beyond



While the pressure on companies to meet stakeholders' expectations has never been more acute, in-house CSR leaders don't have the talent they need to successfully meet their goals.



Time constraints, cost and a limited network keep in-house CSR professionals from finding the talent they need to meet their goals.

*Tom's knowledge of CSR and expertise as a consultant is clear – the creation of CSR Talent Group is a natural extension of his lifelong commitment of helping all companies maximize their impact as a force for good.*

– Pat McCrummen  
Global Community Impact Leader, DuPont



While companies are shifting their CSR and ESG goals to meet new challenges, their capacity is lagging. To achieve success, they can take advantage of the new staffing model – solidified by the pandemic – to readily access a global network of CSR/ESG and Sustainability experts to address a constantly evolving set of critical business needs.

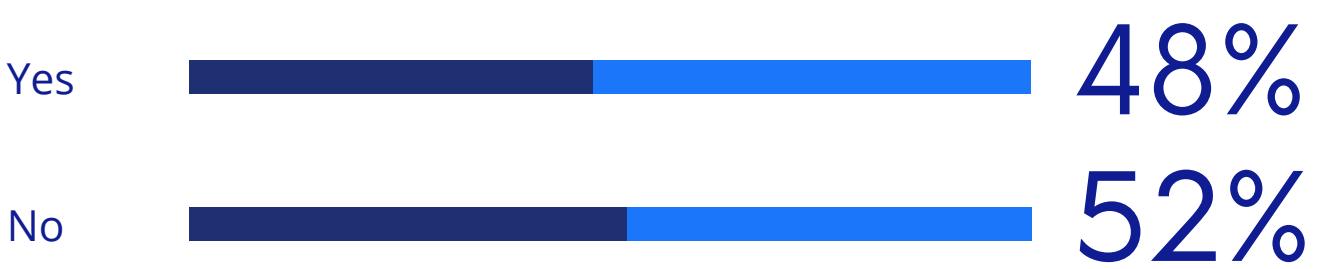
*For more study details, [knowlton@csrtalentgroup.com](mailto:knowlton@csrtalentgroup.com)*

# CSR Talent Group CSR/ESG Capacity Survey Responses

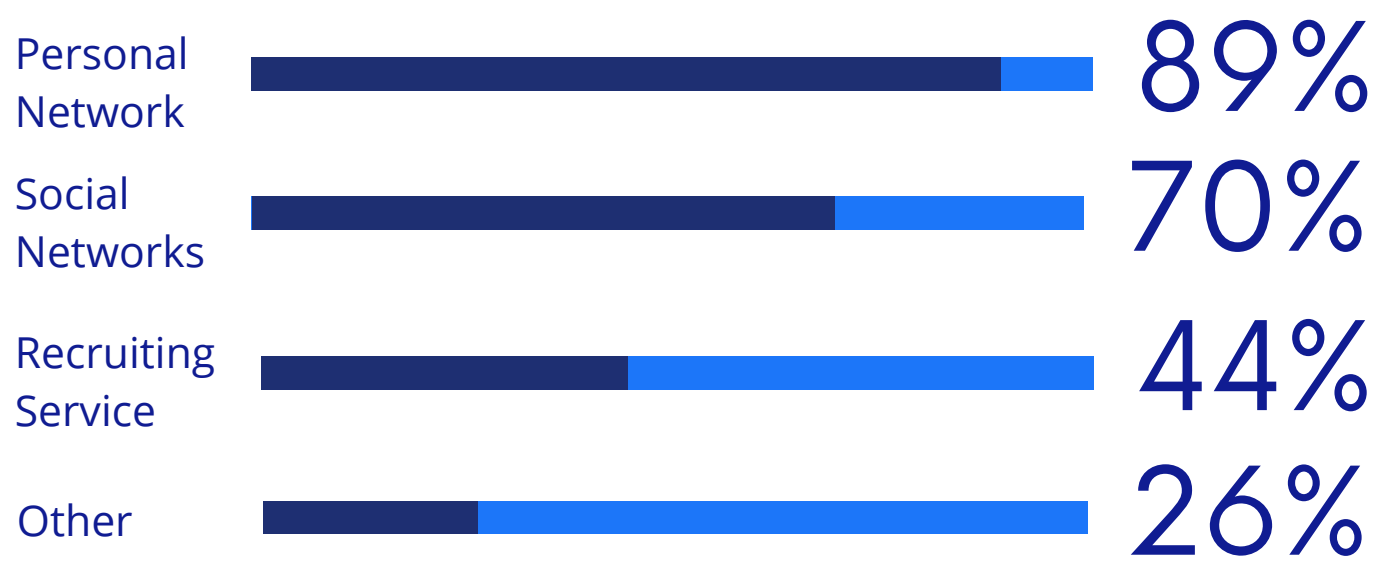
Have you changed your CSR, ESG or Sustainability goals In the wake of 2020?



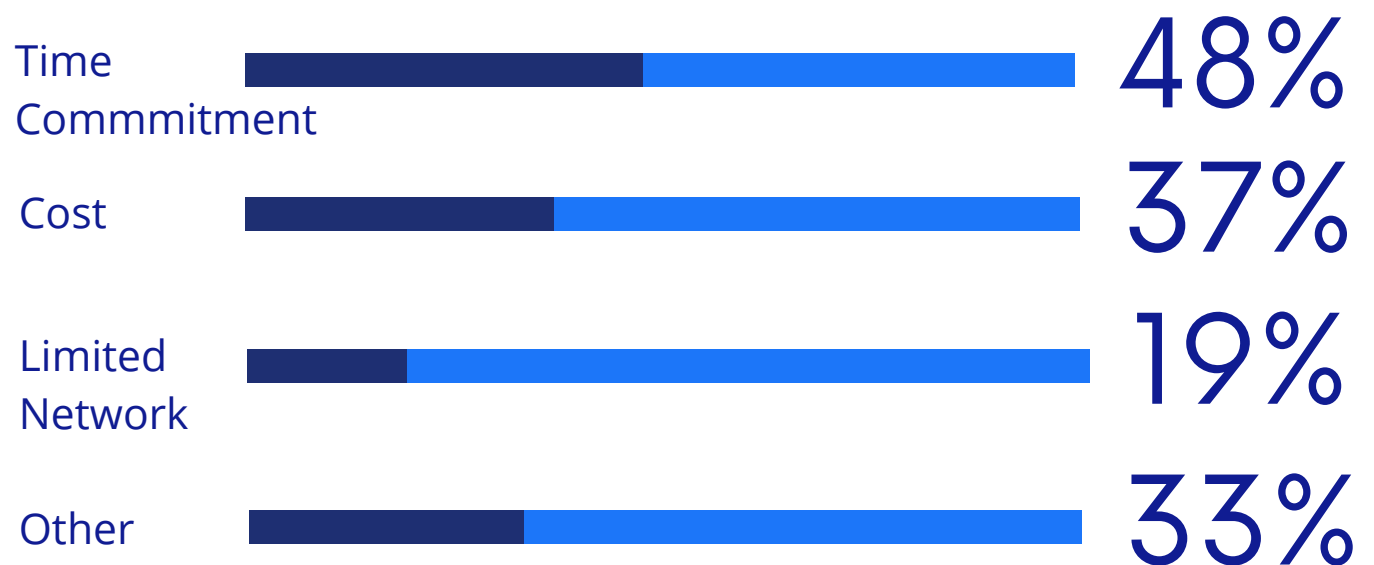
Do you have the capacity and specialized skills needed to achieve your goals?



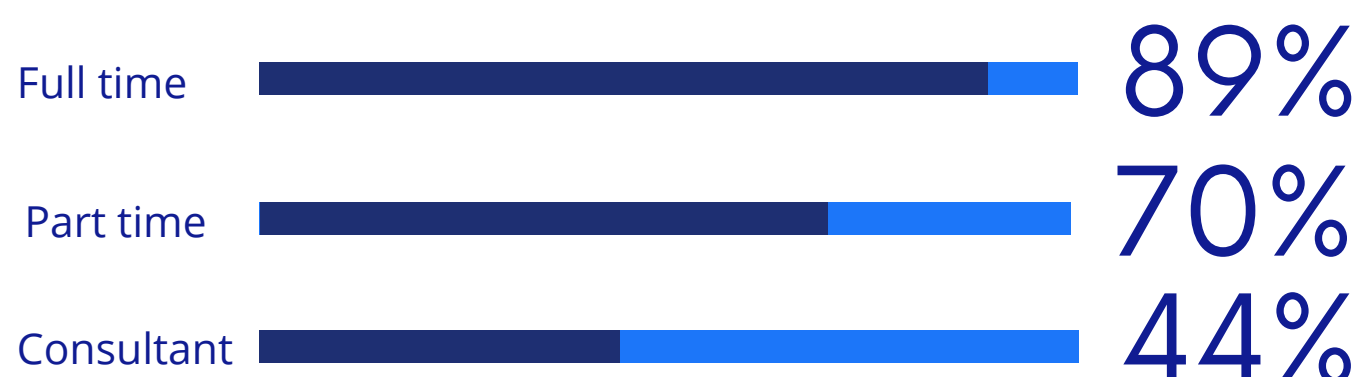
How do you identify and find qualified CSR/ESG staff?



What are the challenges in finding the right CSR/ESG staff?



If you could have the experts in place to meet your goals, who would you add?



## Survey Responses - Comments

Have you changed your CSR, ESG, or Sustainability goals In the wake of 2020? If yes, In what ways?

*When asked how their goals had changed, a majority of respondents noted an increased focus on DEI*

- They have now become a priority for the company.
- Increase in focus on racial equity, focus more on resiliency, raising ambitions on climate/nature
- We have more defined goals around racial justice work.
- We added several new commitments related to racial justice & equality.
- In 2020 we strongly supported Covid but we also revised our priority areas to include Equity. (Available if needed.)
- Developed diversity goals for grantees and increased funding for racial justice.
- Made 9 specific commitments publicly to advance racial equity
- This is a yes and no. Major goals - no. Office/Facility operations - yes (consolidating offices)
- The needs are vast and the problems are exacerbated across many areas. We need additional funds so we can make a greater impact. There are too many issues to count and not enough people to plan and execute the programs.
- Added DEI department, ramped up the environmental commitment, expanded employee support.
- Stronger emphasis on social justice and advocacy.
- More integration of D & I goals.
- Increased DEI focus
- We have added environmental equity as a focus of our grants, in addition to strengthening our existing focus on racial and social equity. heightened intentional support of LMI communities. recently hired director of ESG and much more focus in that area in past 6 months
- The goals haven't changed as much as the prioritization has based on available resources -- where we invest to maximize impact on emerging needs post-COVID while still addressing long-term goals.
- Our team is revamping our social impact programs, working on a new strategy, and aligning the work across the organization to become more relevant and cohesive.
- During 2020, I note that many private sector players reframed their efforts to assist with COVID survival and recovery for their associates. In 2021, that seems to have moderated, with a return to more traditional focus areas that existed pre-COVID.

If you could have the staff in place needed to meet your goals, who would you add/what roles would you also like to have in place in addition to your current staff?



What types of subject or function experts do you need most? Please specify:

*Respondents are looking for a wide range of subject and function experts*

- Strategy, benchmarking, best practices
- The "S" and "G" in ESG. Many have focused on Environment, and are now playing catch-up with social and governance elements. Function experts are always needed for the mechanics of comprehensive project management.
- DEI/Social Justice
- ESG measurement and management, sustainability, STEAM education, program managers, communications
- Reporting, Project management, Capital, Finance, and Risk Management. These positions already exist in the company, just not in the ESG/Sustainability space. I leverage these people in a network vs. hiring all the talent we need.
- ESG-ERM reconciliation, LCA/circularity
- Additional program managers, evaluators on staff, and some help with strategy and corporate leadership buy-in
- Program managers, evaluation, data analysts, specialized communications
- Sustainable finance, community development finance, impact investing, ESG/sustainability training of bank staff



## What types of subject or function experts do you need most? Please specify, cont...

- DEI
- Subject- social justice, environmental/sustainability Function- program managers, grant coordinators, fundraising experts, digital/social expertise, financial acumen
- Experts at the executive level who can communicate business case and needs for CSR
- we really need a dedicated comms CSR person to collate all the content across the company just for this purpose, elevate on social, thought leadership, etc - most of the work the sustainability team is doing is highly unknown across the org internally and definitely not exposed much externally - - 1x/yr blog and 1x/yr annual report
- Implementing in a big company, setting enterprise KPIs to assess whether the strategies are working AND to report progress.
- Evaluation: ESG
- ESG, Climate risk, DEI,
- Evaluators, analysts, strategists, a broad range of subjects across ESG topics
- Evaluation and measurement; communications
- Energy, water, waste, and biodiversity



## How do you identify qualified staff? Other:

- On-campus recruiting, staff referrals
- Internal recruitment staff
- Company's Talent organization
- Company's recruiting efforts
- Internal and external posting
- Professional referrals
- A lot of these team members are hired in-house with little or no CSR experience - our head of sustainability is a Subject matter expert - but everyone on his team ended there by "happenstance" - very few have formal training externally - most has been learned on the job. we have recruiters, but usually, the people that run the teams are the best to find external candidates.

**” This is a great time for your group to make a big difference in ESG – there are more open roles than ever.**

**– Fortune 1000 CSR Executive**

What are the challenges in finding the right staff? Other:

- Narrowing down the candidates
- HR team primarily responsible
- Quality of staff
- competitive pay/benefits/career growth paths
- Finding diverse candidates
- Feels like we are looking for unicorns - we look for incredibly skilled people, motivated by a clear set of values, who want to work at a fast pace
- Challenging to identify the right people and convince management of the need
- We use many consultants. Scoping the work and putting the resources around it to succeed are hardest.