

A decorative background graphic consisting of a dense network of blue and red lines and dots, resembling a complex data visualization or a stylized map, extending from the left side of the page towards the center.

Improve ESG ratings with a Hyper-focused ESG workforce Planning strategy

Conceptualized and Developed: February – 2023

The objective of this document is to provide targeted Workforce Planning insights to build ESG teams with critical job roles/skills along with global Intelligence and New Age cost-effective Talent development strategies for ESG talent

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- Increased focus of organizations to improve ESG ratings in 2023

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- Understanding ESG team structure and in-demand roles/skills

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- Workforce Planning, Globalization, and cost rationalization insights for ESG teams

This section covers:

- Increasing investment and focus of organizations to improve ESG ratings
- Impact of ESG news on company's business performance
- Rising demand for ESG talent
- Workforce Planning strategies to overcome ESG team building challenges

Despite the ongoing economic slowdown, Leading Software companies are investing aggressively in ESG initiatives to improve their ESG ratings for 2023

Global Macroeconomic trends impacting companies across industry in 2023



Leading reason for high focus towards sustainability

Draup's analysis of key factors driving ESG momentum in 2023



Key Insights

BlackRock.

\$25 Bn allocated to ESG-focused investments, including renewable energy, sustainable infrastructure, and companies with positive ESG records.

Nielsen

66% of 30K consumers in 60 countries said they are willing to pay more for products and services from companies that are committed to sustainability.

ENBRIDGE

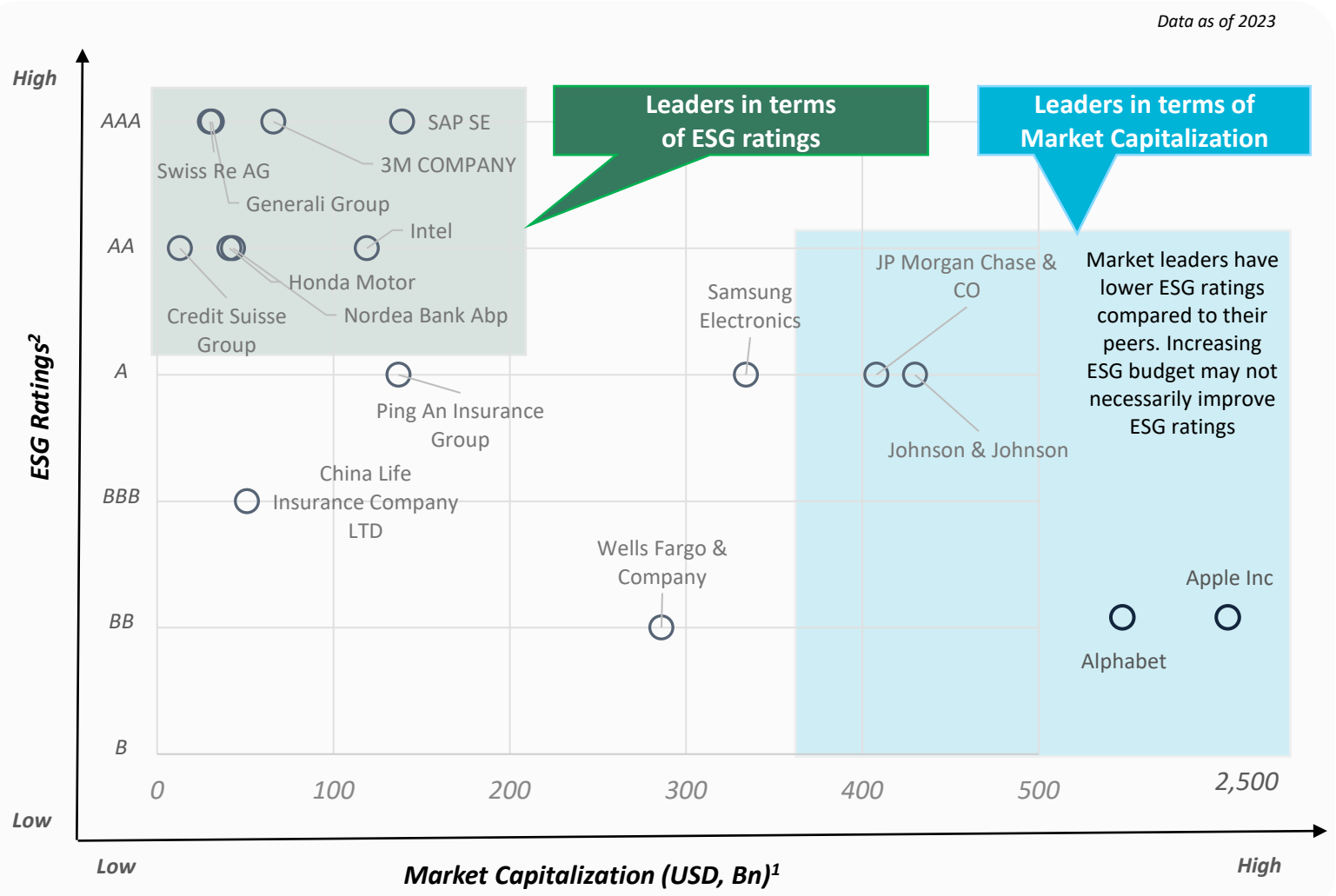
\$177 Mn fine by the US government for failing to comply with ESG regulations regarding maintenance & operation of its oil and gas pipelines.

Note: Draup analysis

Leading companies with the highest market capitalization are not able to necessarily secure top ESG ratings. Targeted ESG strategies can improve company's ESG performance



ESG ratings of leading Enterprises with high Market Capitalization



Key Insights

10% of companies in the MSCI ACWI Index have an "AAA" ESG rating. This suggests that a significant % of industry leaders are not aligning their ESG strategy with business goals

80% of investors worldwide believe that ESG ratings are important when choosing investments, making ESG ratings a crucial parameter for long term business & ESG strategy

76% of corporate directors are integrating ESG ratings into their business goals and ESG strategy.

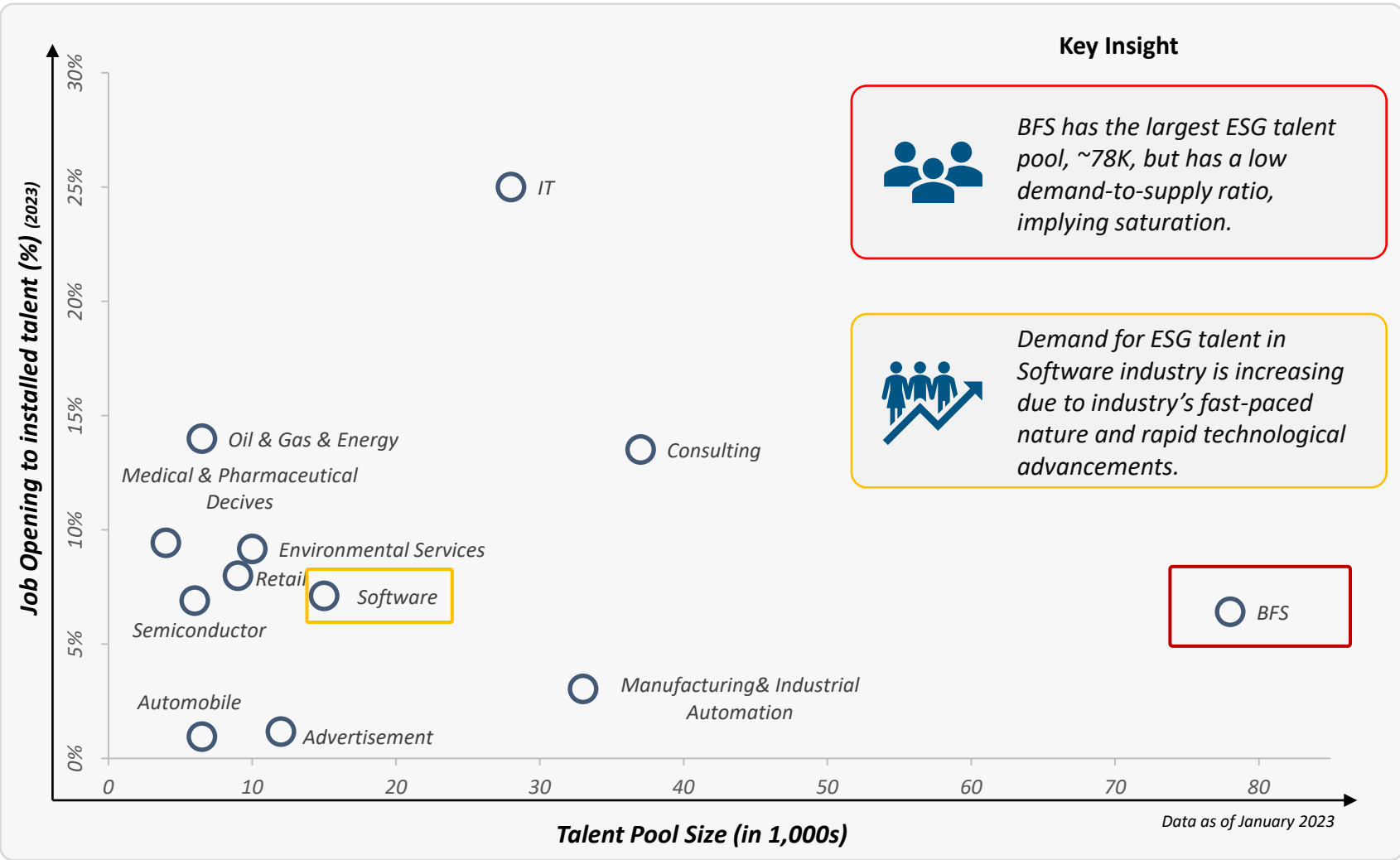
Note: List of leader in ESG and Market Capitalization considered are not exhaustive. ESG ratings and market capitalization are subject to change over time. Source: Draup's internal database of news articles. ¹Market Capitalization sourced from investing.com as of 2023. ²ESG rating sourced from 'MSCI ESG Ratings Climate Search Tool' as of Feb 2022.

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ESG Talent has become a core part of overall ESG strategy. Companies across Industries are realizing high demand for ESG Talent. Building a strong ESG team is paramount for every organization



Increasing demand for ESG Talent across Industry



Demand Supply Gap

72% of over 2,800 companies plan to increase their investment in ESG & over 50% have difficulty finding ESG talent.

The growing interest of companies in ESG has created a high demand for ESG talent, but a limited supply makes talent acquisition challenging

ESG Demand Growth

468% growth in ESG talent demand in India over the past 3 years

422% growth in ESG talent demand in Hong Kong over the past 3 years

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Note: Only ESG specific skillsets and job roles are taken to represent demand across industries. List of industries considered are not exhaustive.
Source: The represented data has been derived using Draup's Proprietary Talent Database, Similar analysis can be performed for any job role. .

Challenges faced by HR in understanding, structuring, and building ESG team

-  Identification of ESG team structure in line with the organization's goal
-  Geographical constraints on ESG roles subject to specific regulations of region
-  Limited inter-industry and inter-geography talent movement of ESG roles
-  High demand & fierce competition from peers acquiring & retaining ESG talent
-  Hiring cost of ESG Specific talent has been hyperinflated (% 30 pay rise) since 2019
-  Limited pool of ESG talent & lack of proper Learning and Development Module

A.

Understand the global ESG Talent landscape and Peer ecosystem :

Understanding the ideal ESG team structure

Analyse the In-demand/ required job roles

Analyse the Talent growth and in-demand skills

Assess the specific needs of your organization by understanding Peer's strategy

B.

Workforce Strategy Planning with Talent Intelligence:

Identifying critical ESG talent hotspots globally

Assess the expansion of ESG teams and globalization

Meet CFO's budget goals by analyzing cost effective frameworks

Identify the untapped Feeder talent pool to tackle the talent scarcity issue

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Note: Above analysis is based on insights from Draup's proprietary talent module

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- **Understanding ESG team structure and in-demand roles/skills**

This section covers:

- Team structure of ESG in leading companies
- ESG and Sustainability Job role Taxonomy
- Growing demand of ESG talent and in-demand skills

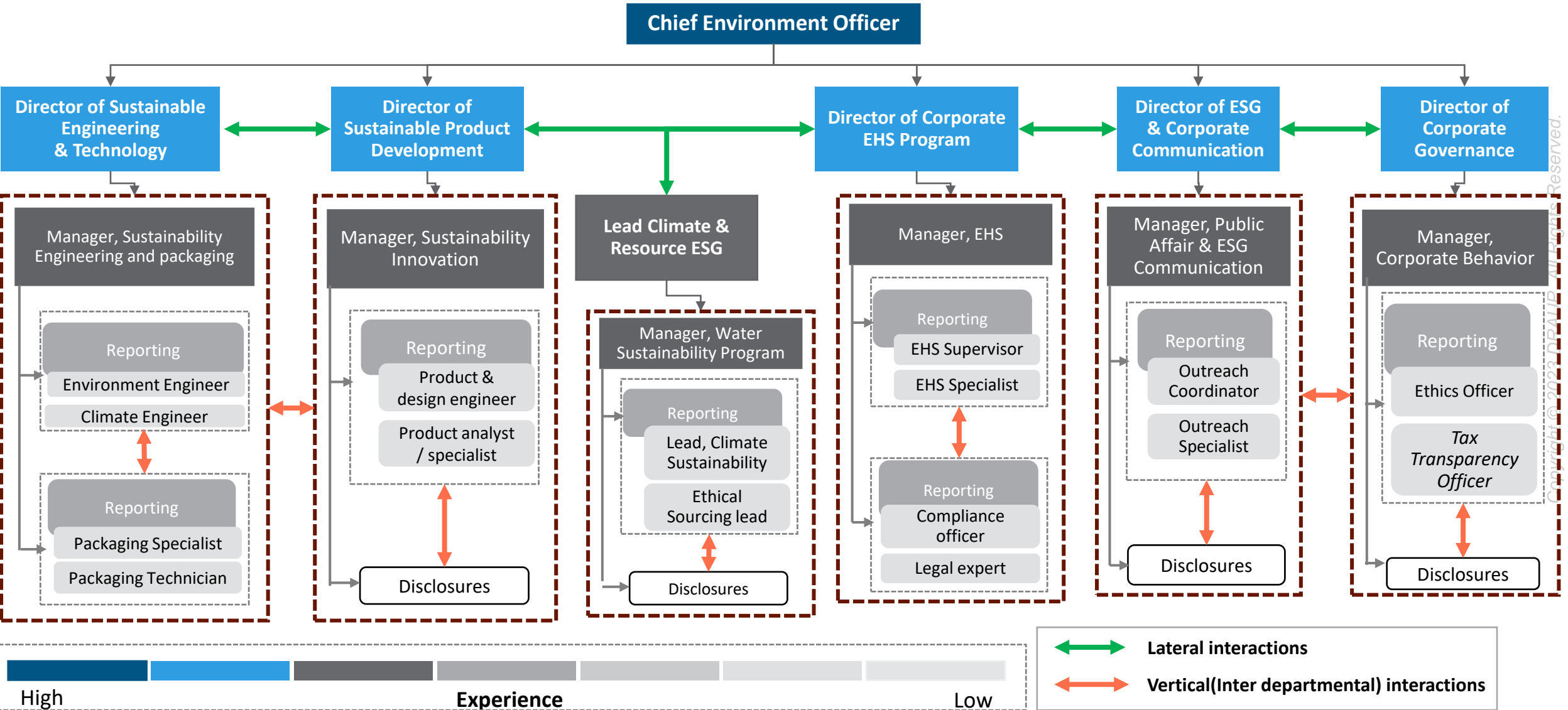
12-15

- Workforce Planning, Globalization, and cost rationalization insights for ESG teams

ESG Team Structure analysis: Building ESG team with Peer Intelligence can help understand standard team structure prevalent in the Industry



Draup's analyzed 10+ companies with high ESG ratings to understand the standard ESG team structure**



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Note :** this is a non exhaustive team structure

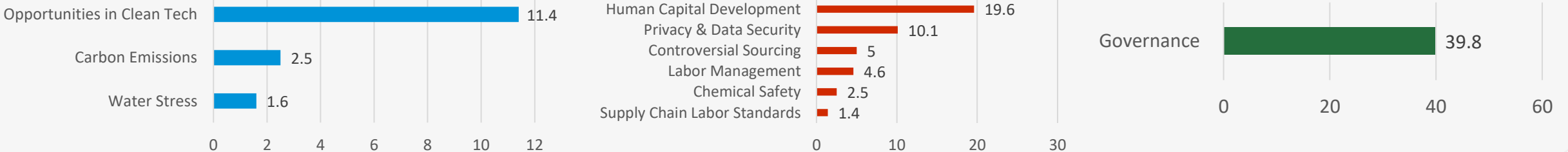
Source Draup's internal modules such as 'Draup Talent Module, Draup Rolodex, Draup Universe, & External Sources' was used to analyze ESG And Sustainability structure, Draup has a corpus of 700 Million+ real time job

Critical ESG job roles analysis: Understanding critical job roles requirement based on specific ESG focus areas can help build efficient teams with defined workloads

Draup’s analysis of critical job roles across key ESG ratings parameters (Non-Exhaustive)

Functional Areas	Environment			Social			Governance		
Job Family	Engineering & Technology	Product Development & Sustainable innovation	Procurement, Logistics & Supply Chain	EHS & Human Capital	Product liability , Data & Privacy	Stakeholder Opportunities & Social opportunities	Corporate Governance & communication	Compliance & Corporate behavior	Risk Management & Anti-Corruption
In-demand Job Roles *	Decarbonization engineer	Green Product Engineer	Procurement specialist	EHS Manager	Industrial Hygienist	Communication Consultant	ESG Reporting Analyst	Ethics Officer	ESG Risk Manager
	Carbon Analyst	ESG Design Specialist	Packaging Engineer	EHS specialist	Data Privacy Analyst	Corporate Responsibility Analyst	Compliance Officer	Tax Transparency Manager	Financial Crime Data Analyst
	ESG Analyst	Sustainability Engineer	R&D Packaging Technician	Junior EHS Analyst	Product Compliance Specialist	Outreach Coordinator	Legal Expert	Auditor	Financial Fraud Investigator
Emerging Job roles *	Energy Engineers / Consultants	Product Innovation Analyst	Sustainable Supply chain Analyst	Labour Relation Specialist	Responsible Sourcing analyst	Sustainability Coordinator	ESG coordinator	Compliance officer	Consumer Financial protection officer
	Recycling Specialist	Water Policy Analyst		Inclusion & Diversity Trainer			ESG specialist	Tax Specialist	

ESG Parameter Weightage across key areas in Software Industry

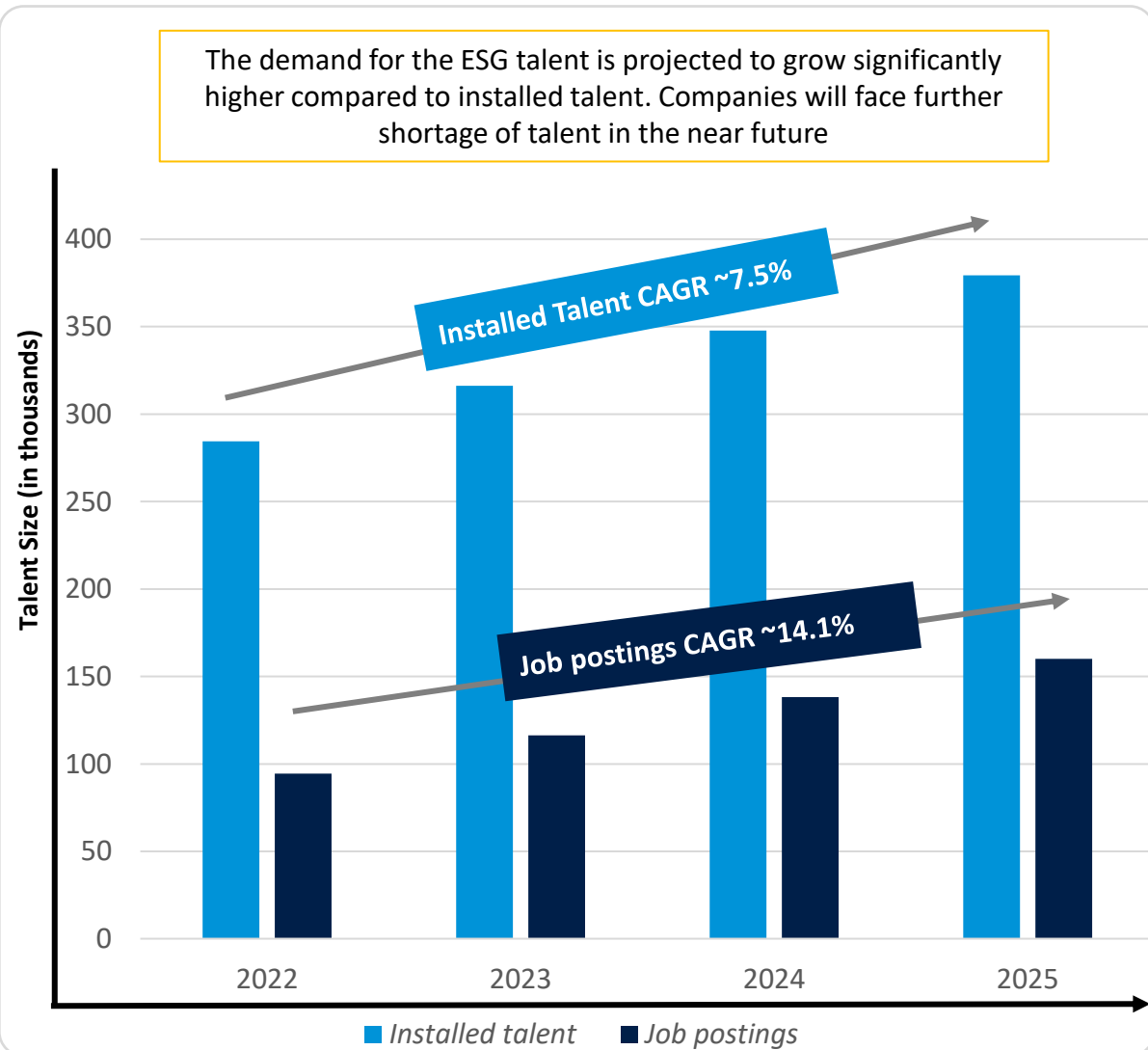


Note: Above analysis is based on Draup’s internal research, press releases, and DBS publicly available data. The roles and parameters will change with different industries, In demand and Emerging job role are not exhaustive

Source : Parameter weightage has been taken from MSCI Website

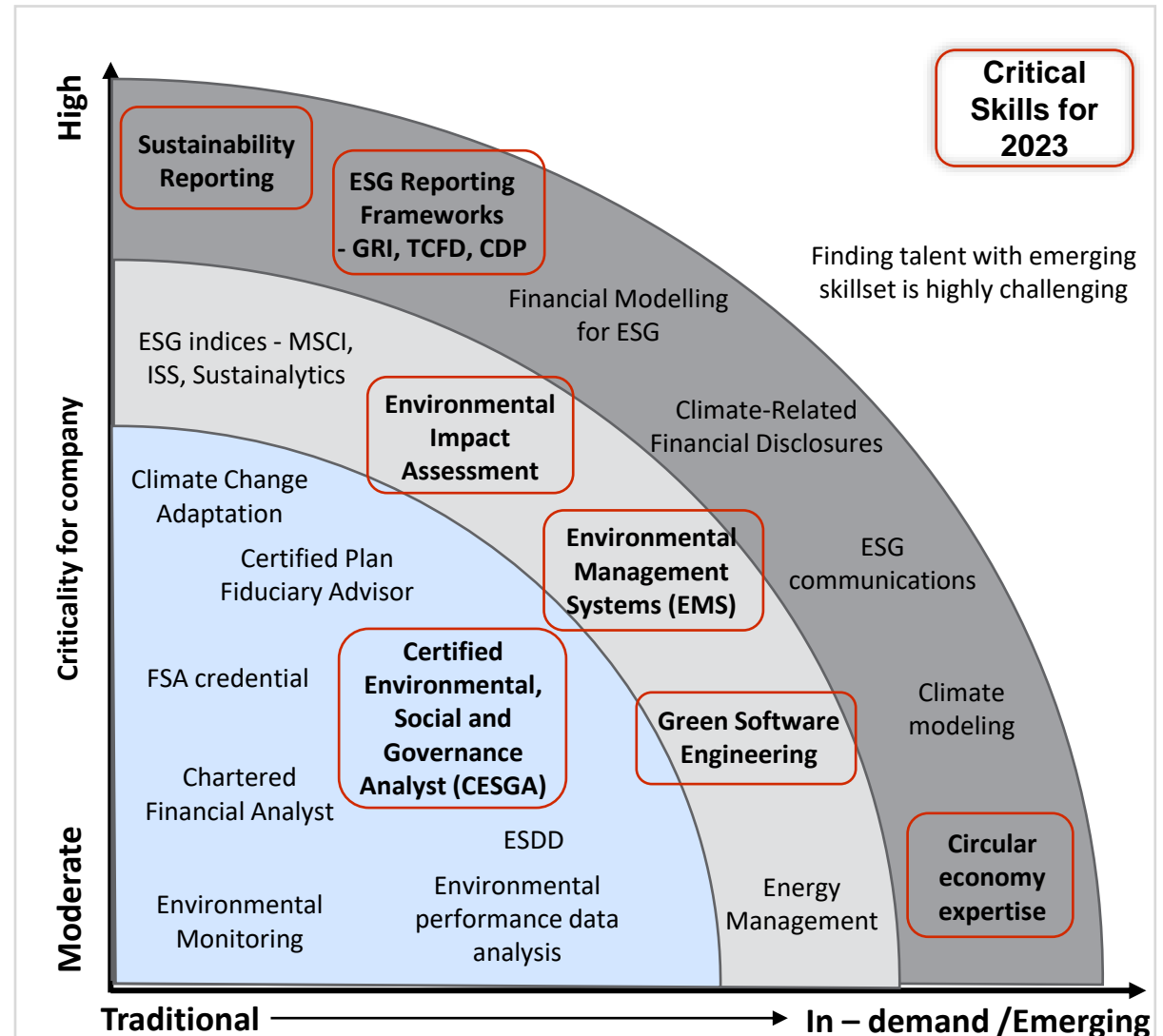
Growing demand for ESG Talent: Demand for ESG Talent with specific skillsets is growing rapidly. Talent scarcity and increased demand have inflated the ESG Talent cost

Core ESG talent demand in the US



In-demand ESG skillset analysis

Skills Inventory: Skills and competencies required for current and future roles



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Note: Above analysis is based on Draup's internal research, press releases, and DBS publicly available data, **2025 is the estimated value for 2025

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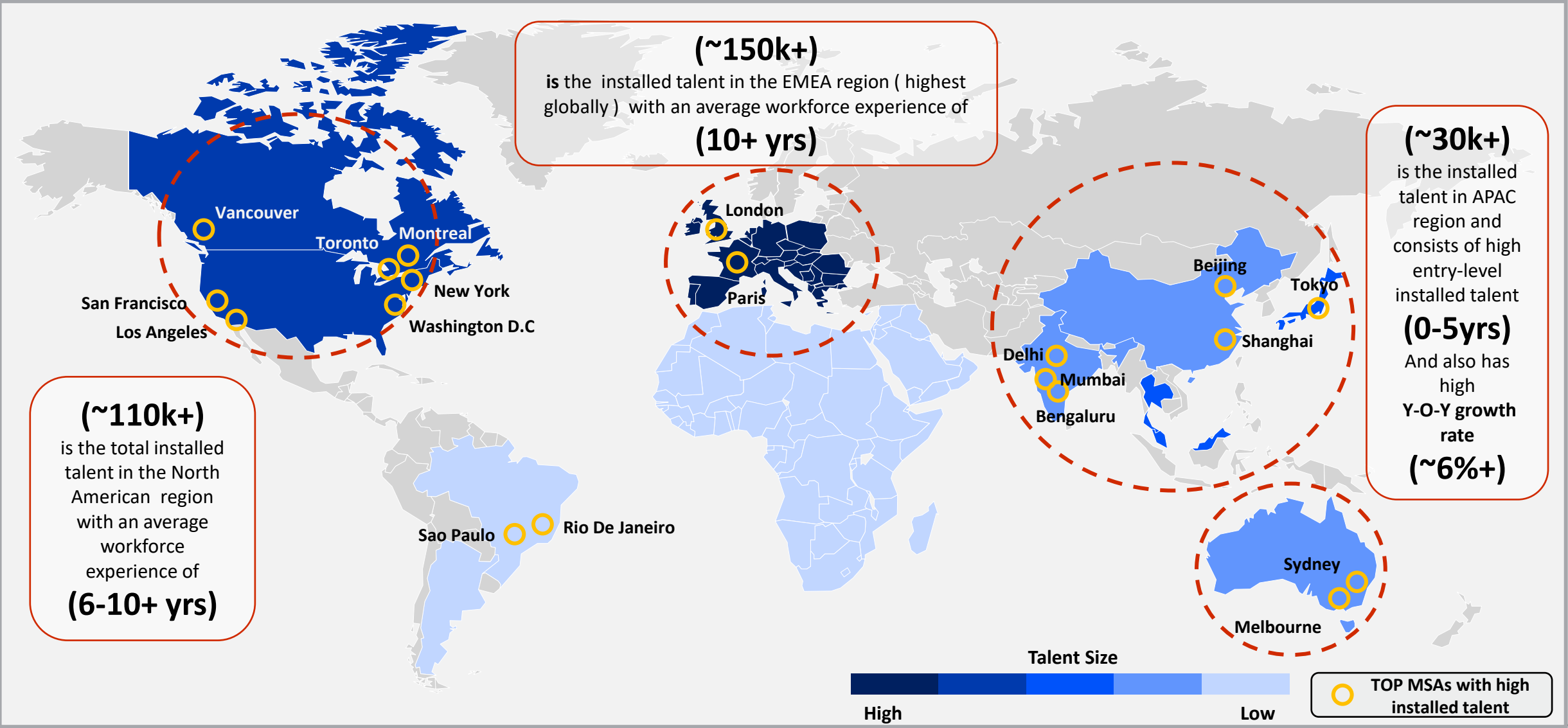
- **Workforce Planning, Globalization, and cost rationalization insights for ESG teams**

This section covers:

- Global hotspots for ESG Talent
- Globalization strategy for ESG teams
- Cost saving strategies for ESG teams
- Feeder Talent pool analysis

Global hotspots for ESG Talent: With over ~400% percent increase in job demand in India and Hong Kong , ASEAN locations are turning out to be emerging hotspots

Draup's analysis of Global ESG Talent



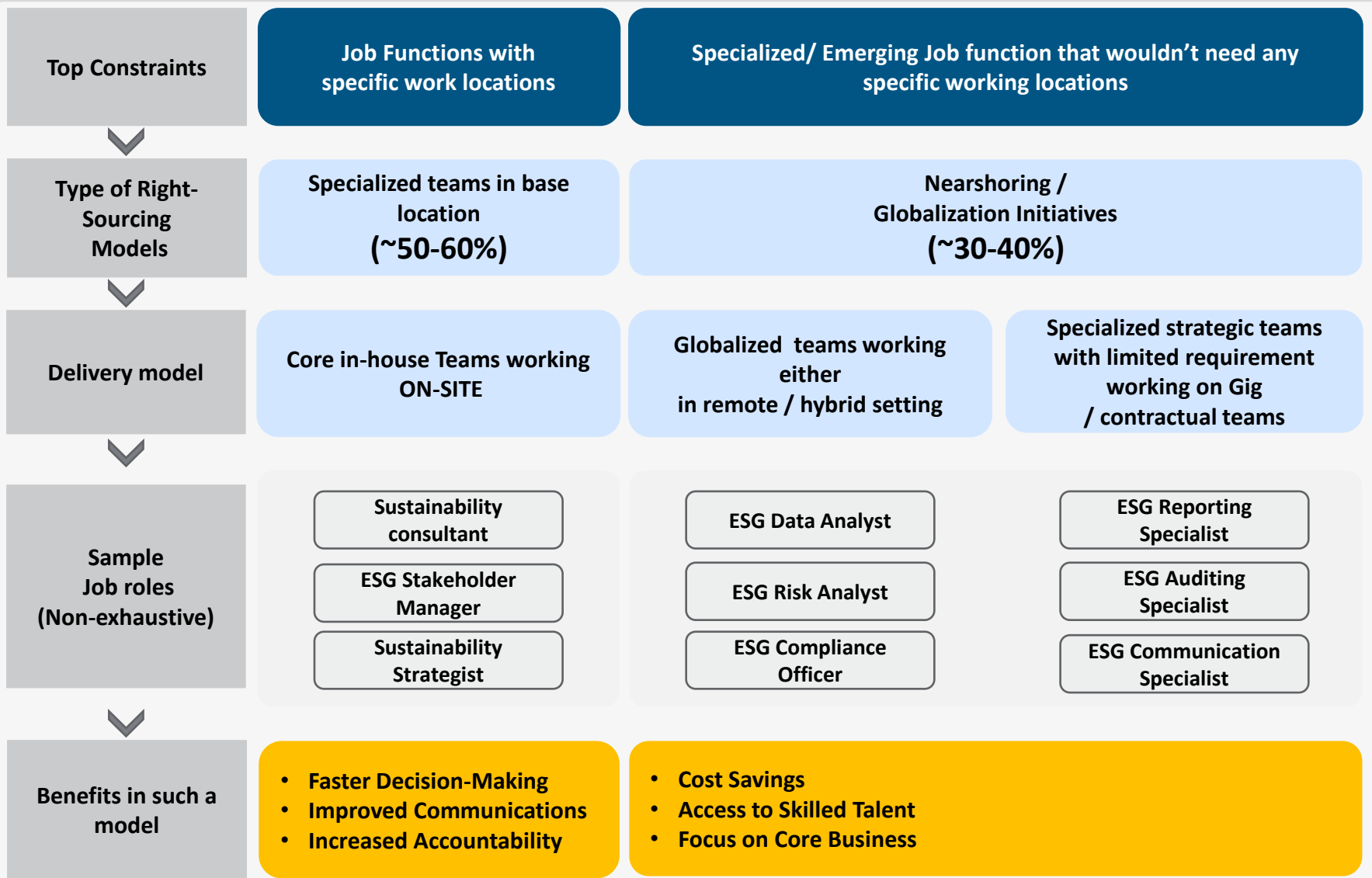
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Note: Above analysis is based on Draup's internal research, press releases, and DBS publicly available data . Source :- LinkedIn sales navigator and data from Draup platform

Globalization of ESG teams: Firms can globalize ESG teams at different experience levels and functions to leverage specific talent from matured and niche ESG locations



Draup’s overview on the different types of team structures in order to build global ESG teams



Sample Case Study
Amazon has a global ESG team spread across regions

Region	Talent Size
NA	~200+
EMEA	~160+
APAC	~70+

Partnership Case Study

Salesforce **Partnered** with Mastercard and Ecolab to launch a new Sustainability Cloud tool. This software platform helps companies track and analyze environmental, social, and governance (ESG) performance.

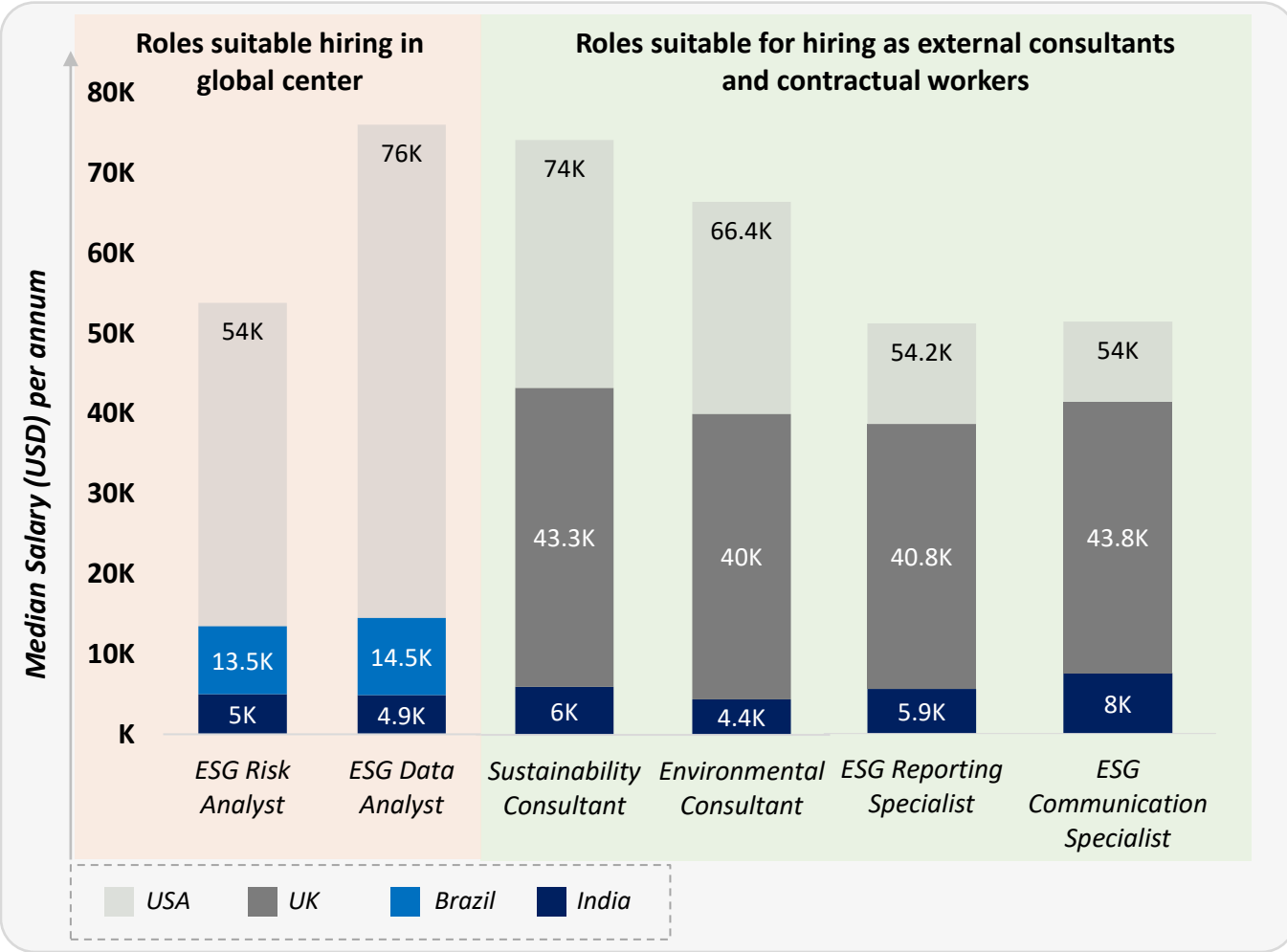
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Note: Above analysis is based on Draup’s internal research, press releases, and DBS publicly available data Source : LinkedIn Sales Navigator, Draup Platform and BLS website

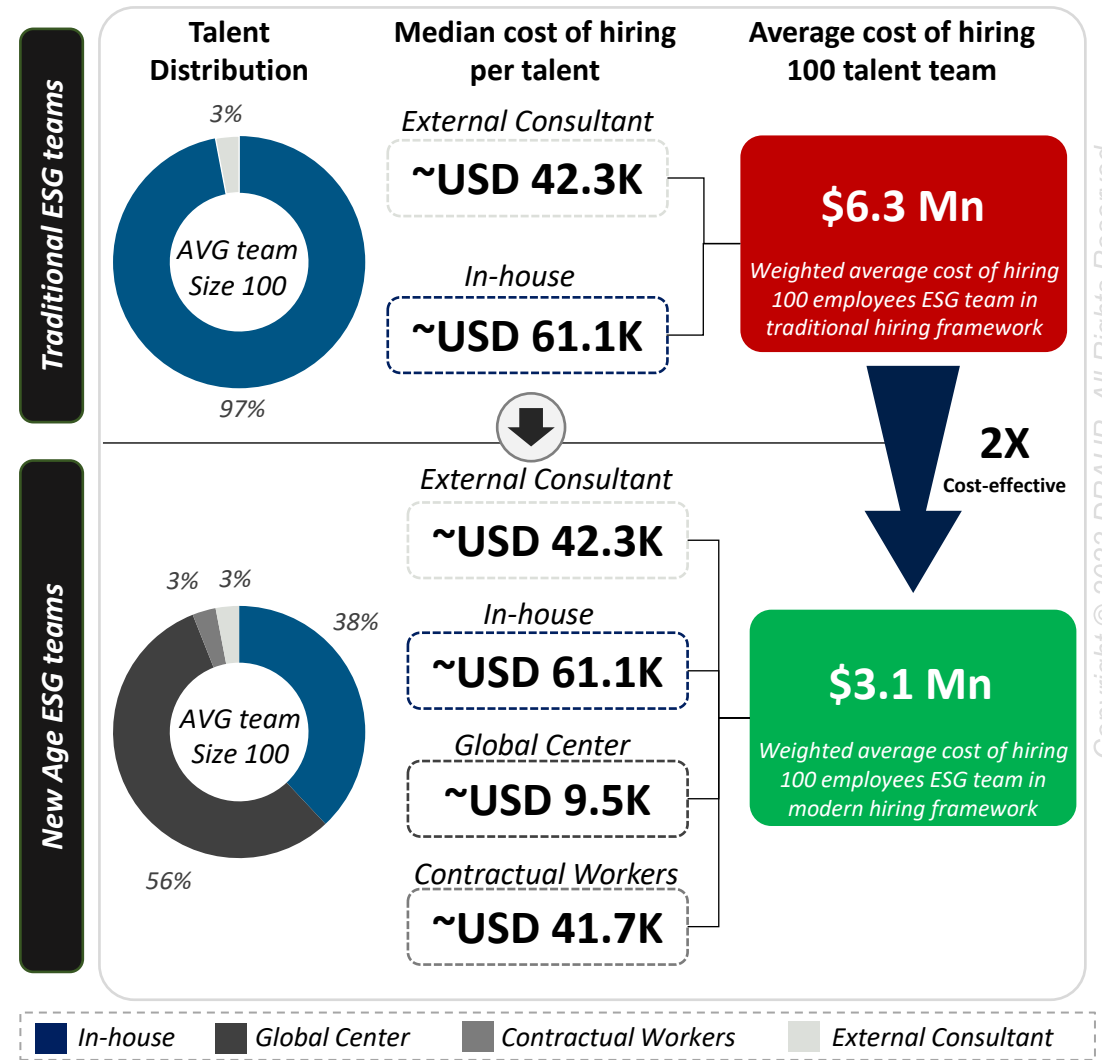
Cost saving models for ESG teams: Globalizing the ESG teams can be 2X cost-effective. Firms can use external consultants and Gig workers to further save cost



Draup's analysis of the talent cost in global ESG talent hotspot



Case study: Cost assessment of building ESG team



Note: All salaries are base salaries and do not include additional compensation and benefits offered by individual companies.

Source: Draup's Cost Simulation Module. The analysed data points are harvested from global salary social media platforms, company job postings and official boards. The cost datasets are then normalized and mapped to specific job clusters and job roles. The reported values are then estimated using the ML model at the median and 95% level. Further research analysts and consultants validates the cost data-sets through primary interviews with organizations, recruiter firms and other stakeholders

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Feeder ESG talent: Organizations can identify the feeder talent pool with high overlap of required ESG skillsets. These talent can fill the critical positions and can be cost-effective too

Presented case studies are among 1,000+ Career Transitions that Draup has Analyzed

Senior Level



Montse Montaner

📍 Switzerland

Experience : 20+ Years

working as



Chief Quality Officer

Mar 2018 - Jul 2020

transitioned to



Chief Sustainability Officer

Jul 2020 – Present

Mid Level



Brendan Bulmer

📍 Ireland

Experience : 7 Years



Program Manager(Academics)

Apr 2020–Nov 2021



Business Manager - ESG & CSR

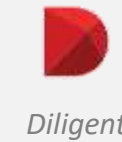
Nov 2021–Present



Henry Bond

📍 UK

Experience : 6 Years



Lead Research Analyst

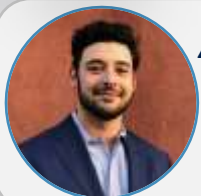
Jun 2022–Sep 2022



Senior Research Manager-ESG

Sep 2022–Present

Entry Level



Allen Peysakhovich

📍 United States

Experience : 4 Years



Portfolio Analyst

Mar 2019 – Apr 2022



ESG Analyst

Apr 2022 – Present

Key Insight

~25-30%

Entry-Level Talent

ESG teams comprise ~25-30% of high-demand entry-level jobs, which feeder talent can fill in.

~20-50%

Cost Saving

Upskilling/Reskilling feeder talent is cost-effective in comparison to acquiring talent.

Cost efficiency & talent crunch in the market make 'training feeder talent' a crucial factor in the ESG team

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Draup leverages Machine learning models to curate data provided in the report. Similar analysis can be performed for 4,500+ job roles and any Business function.



Draup Capabilities & Data Assets



EMPOWERS DECISION MAKING IN

Strategic Workforce Planning

Global Locations Footprint

Talent Acquisition

Peer Intelligence

Digital Transformation

Diversity & Inclusion

University Relations

Career Path Development

and diverse other use cases...

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Drap for Talent: Drap analyses 16+ Million data attributes every day to help global HR leaders in Planning, Hiring & Reskilling their Future-Ready Workforce



700M+
PROFESSIONALS



4,500+
JOB ROLES



500,000+
PEER GROUP
COMPANIES



33
INDUSTRIES



280M+
JOB DESCRIPTIONS



300,000+
COURSES



2,500+
LOCATIONS



14,000+
UNIVERSITIES



4M+
CAREER PATHS
ANALYZED



30,000
SKILLS



47,000+
DIGITAL TOOLS
& PLATFORMS



175,000+
UNIVERSITY
PROFESSORS



75+
MACHINE LEARNING
MODELS DEVELOPED



16M+
DAILY DATA
POINTS
ANALYZED



100+
LABOR STATISTIC
DATABASE



1,000+
CUSTOM TALENT
REPORTS

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