33 COMPANIES SURVEYED
Leading companies across a variety of industries were asked about their sustainability roles and the necessary skills for success.

Please take into consideration that the data is influenced by sample size, survey methodology, and the subjectivity of the employees surveyed.
Top Skills Across Industries

These represent the top skills (rated from low to high importance) identified by a significant portion of companies surveyed. Additional skills mentioned in other industries can be found in the appendices.
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Top 5 Skills Across All Industries (n=33)

Skills are rated on scale of 0-5, with 0 being low importance/relevance and 5 being high

1. Impact Measurement and Management (4.21/5)
2. Coalition Building, within and across industry (3.85)
3. Systems Thinking/Systems Mapping (3.71)
4. Diversity, Equity and Inclusion (3.68)
5. Internal Selling (3.61)
**Top 5 skills Within Highest-Response Industries**

<table>
<thead>
<tr>
<th>#</th>
<th>Apparel (n=5)</th>
<th>Consulting (n=3)</th>
<th>CPG (n=4)</th>
<th>Food (n=7)</th>
<th>Technology (n=8)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Impact Measurement/Mgmt</td>
<td>Coalition Building</td>
<td>Internal Selling (tied 1&lt;sup&gt;st&lt;/sup&gt;)</td>
<td>Impact Measurement/Mgmt</td>
<td>Impact Measurement/Mgmt</td>
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<td>2</td>
<td>Marketing/Communications</td>
<td>Theory of Change/Logic Models</td>
<td>Reporting Frameworks (GRI, CDP etc.) (tied 1&lt;sup&gt;st&lt;/sup&gt;)</td>
<td>Coalition Building</td>
<td>Systems Thinking/Mapping</td>
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<td>3</td>
<td>Internal Selling</td>
<td>Systems Thinking/Mapping (tied 3&lt;sup&gt;rd&lt;/sup&gt;)</td>
<td>Impact Measurement/Mgmt</td>
<td>Certifications and Standards (tied 3&lt;sup&gt;rd&lt;/sup&gt;)</td>
<td>DEI (tied 3&lt;sup&gt;rd&lt;/sup&gt;)</td>
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<td>4</td>
<td>Benefit-Cost Analysis</td>
<td>DEI (tied 3&lt;sup&gt;rd&lt;/sup&gt;)</td>
<td>DEI (tied 4&lt;sup&gt;th&lt;/sup&gt;)</td>
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<tr>
<td>5</td>
<td>Coalition-Building</td>
<td>Mgmt Consulting Approaches</td>
<td>Carbon Footprinting Scope 3 Emissions (tied 4&lt;sup&gt;th&lt;/sup&gt;)</td>
<td>Carbon Footprinting Scope 3 Emissions (tied 5&lt;sup&gt;th&lt;/sup&gt;)</td>
<td>Coalition-Building</td>
</tr>
</tbody>
</table>

Cell is colored if it is flagged at least 3 times among all 5 categories

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“It is more important to understand the business and value chain - multi stakeholder network that the organization serves and creates impact than being a subject expert on sustainability for leadership roles. Teaching core principles of sustainability is easy, what is hard is to find someone who can balance the business acumen with newly applied principles of development and environmental/societal impact into the core activities of the business, therefore integrating in a more holistic way...The issues are getting bigger and key external partnerships are required to deliver impact and growth.”

“[Need the] ability to influence internally and externally, [and] to build relationships within the business, not just at the Corporate center”

“We look for a mix of specialists with select expertise and generalists with traditional MBA or consulting background. We appreciate the ability to collaborate, project manage, build business cases, strategic analyses, lead cross functional teams.”

“[Need a] systems thinker who is able to use data to inform strategy; ability to speak technically and at a high level to leadership or press; detail oriented for developing metrics or completing certifications; broad awareness of sustainability topics and issues specific to our industry”
Data backed solutions thinking is how I would summarize [needs]. If a student is interested in supporting supply chain scope 3 emissions, becoming versed in both data collection and how to articulate/organize solutions is for reducing a company’s scope 3 emissions… I would recommend students try to work on a small scale with start-ups and organizations to implement sustainability goals and support executing on them. The hardest challenge is buy in, and pulling money out of the budget to implement these solutions. Students that show they were able to implement solutions with a local non-profit or small business are more interesting than those that just receive certifications.

“[Need] Strategic agility, communications with executive management, grit, functional/operational expertise paired with sustainability technical understanding”

“[Need] cross-functional leadership, [and] connecting dots and seeing things through”

“[Need] strong communications skills coupled with a technical skill (climate, water, waste, etc.)”
“Companies are simply not putting commensurate dollars to the challenges faced or toward the externalities they create because they return those dollars to shareholders as "profit". This perpetuates the extractive system. The "sustainability" professionals tend to perpetuate that system a bit unwittingly because "we're making progress", but unfortunately that progress is not up the speed or scale of the challenges. Long way to say, I'm looking for people who understand that reality and yet are resilient and courageous enough to chart a new course and a new path, understanding how the current system works and navigating where to bend and flex and where to hold firm.”

“It is easy to find people with certifications, but hard to find people with organizational skills, [i.e.] good understanding of how organization works and how to engage people, [as a] good communicator”

“When resumes have the "lingo", like GRI, TCFD, etc. that's when we know folks have the appropriate experience.”
Apparel
Total Sustainability Roles Reported

51-100
21-50
>100
1-5

Employees Across the Company working on Sustainability
Apparel

Top Skills Indicated by Companies

- Higher than all-industry average of 3.4
- Higher than all-industry average of 3.3
- Higher than all-industry average of 3.1
- Lower than all-industry average of 3.7
Consulting
Total Sustainability Roles Reported

CEA CONSULTING

Employees Across the Company working on Sustainability

Ceres

11-20

IDEO

11-20
Consulting
Top Skills Indicated by Companies

- Higher than all-industry average of 3.9
- Higher than all-industry average of 2.9
- Higher than all-industry average of 3.0
- Higher than all-industry average of 2.8
- Lower than all-industry average of 3.6
CPG
Total Sustainability Roles Reported

- **CellMark**: 1-5 employees across the company working on sustainability.
- **CLOROX**: 21-50 employees across the company working on sustainability.
- **Target**: 21-50 employees across the company working on sustainability.
- **Unilever**: Employees Across the Company working on Sustainability.
CPG
Top Skills Indicated by Companies

- Higher than all-industry average of 3.2
- Lower than all-industry average of 4.2
- Lower than all-industry average of 3.9

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Food
Total Sustainability Roles Reported

Employees Across the Company working on Sustainability

1-5
6-10
1-5
1-5
Food
Top Skills Indicated by Companies

Higher than all-industry average of 2.7

Higher than all-industry average of 3.1

Lower than all-industry average of 3.6

Impact Measurement/Mgmt
Coalition Building
Certifications and Standards
Systems Thinking/Mapping
Carbon Footprint: Scope 3
Carbon Footprint: Scope 1/2
Marketing/Communication
Supply Chain Analysis
Internal Selling
Materiality Assessment

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Technology
Total Sustainability Roles Reported

- Airbnb: 21-50 employees
- Atlassian: 1-5 employees
- Dell: 11-20 employees
- Google: >100 employees
- Okta: 1-5 employees
- Siemens: 1-5 employees
- Twilio: 21-50 employees
- Workday: 1-5 employees

Employees Across the Company working on Sustainability

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Technology
Top Skills Indicated by Companies

- Impact Measurement/Mgmt:
  - Lower than all-industry average of 3.9

- Systems Thinking/Mapping:
  - Higher than all-industry average of 2.8

- DEI:
  - Lower than all-industry average of 3.0

- Benefit Cost Analysis

- Coalition Building

- Data Science/Visualization

- Internal Selling

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Number of Sust. Positions Per Company and Skill Ratings

- Boxes indicate where companies with fewer sustainability roles have an average skill score at least 10% higher than that of companies with more than 20 roles.
- This demonstrates that companies with fewer sustainability roles require more science-based and reporting backgrounds.

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Summary and Consistency with Spring ‘20 Results

• In the 10 unique companies surveyed in Spring and 33 here (n=43), top skills in both Spring/Fall were Impact Measurement and Management (M&M), Coalition Building, Systems Thinking/Mapping, and Internal Selling.
  • Top 5 skills oscillated in ranking among 4 industries surveyed both times, except for Impact M&M, making it the top skill identified.

• Fall ‘20 Results: skills #1-5 for all industries were Impact M&M, Coalition Building, Systems Thinking/Mapping, DEI and Internal Selling (all > 3.6/5).
  • Impact M&M was the top skill in 3/5 industries surveyed, and came in 3rd in CPG and top-7 in Consulting.
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The Full Survey Results Spreadsheet can be viewed [here](#).
The Spring 2020 PPT can be viewed [here](#).
View UC Berkeley graduate courses that map to these skills:
CRB's [Sustainability Course Guide](#)