

# Weaving ESG into your workforce experience

How technology can help ramp up your organization's ESG efforts



Global trends are driving the need for a tech-enabled approach to environmental, social and governance (ESG) efforts—60% of executives say digital transformation is the most important growth driver in 2022. ESG and sustainability are becoming integral to longer-term planning. Yet, many organizations find their ESG strategies stuck in an endless loop, circling the towers of the C-suite. To create lasting cultural impact, organizations should weave ESG into the entire workforce experience.

**ESG** factors are influencing shareholder values around capital and supply chain relationships. But as more policies take shape, companies are finding that ESG commitments influence more than just business performance. It's about stakeholder value as well, specifically employees—and 91% of business leaders believe their company has a responsibility to act.<sup>2</sup>

When it comes to your workforce, your ESG policies can be an acquisition and retention lever. It's about values—86% of employees prefer to support or work for companies that care about the same issues they do and 85% say their organization's culture provides a competitive advantage. If workers are behind your ESG efforts, and believe in the culture you're trying to create, they're likely more motivated to drive your ESG initiatives on a broader scale. Getting that kind of buy-in matters:

- ✓ 83% of consumers think companies should be actively shaping ESG leading practices
- ✓ 49% of investors are willing to divest from companies not taking sufficient action
- ✓ Most employees agree that embedding ESG directly into corporate strategy is one of the best ways to make progress on ESG issues<sup>2</sup>

**Technology combined with purpose-driven employee experience strategies can help give your overall ESG efforts a significant boost.**

<sup>1</sup> [ESG technology and digital solutions: PwC](#)

<sup>2</sup> [2021 ESG Consumer Intelligence Series: PwC](#)

<sup>3</sup> [2021 Global Culture Survey of 3,200 leaders and employees worldwide](#)

<sup>4</sup> [ESG Investor Survey: The economic realities of ESG](#)

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# How to weave talent and ESG together

With ESG playing such a vital role in improving retention, acquisition and the overall employee experience, how do you weave new—and ever-changing—concepts and culture into one cloth?

The answer involves taking a holistic, people-first mindset. Communicating company efforts on ESG initiatives, taking the pulse of workforce sentiment, and providing baseline ESG education and function-specific credentialing can drive people and organizations to the intersection of innovation and culture. But you won't be able to do this on manual power alone. Efforts like this call for turnkey, value-driven products that can help align ESG purpose and action.

## 1. Communicate company efforts on ESG initiatives

Integrating ESG into your workforce strategy starts with a basic principle: communication. But even if you think your leadership is sending transparent signals, research has shown that people need to see a message at least seven times before it sticks. To make lasting change you should engage with your employees much like you would your prospective clients—with a continuous flow of messaging, content, feedback and discussion.

Like the digitally-savvy customer, employees too can benefit from digital tools with high degrees of personalization. Yet, many organizations are still communicating through email or multiple apps. Whether it's departmental email boxes, intranet sites or messaging platforms, all the content coming and going from various groups can lead to some serious app fatigue. And with the rise of deskless, remote and contingent workers, companies will likely need to find a way to spread information that doesn't constantly steal bandwidth from HR, IT or internal communications teams.



Flexible work environments call for intelligent workspaces that can keep workers informed and engaged in real time. Tools like **Workforce Orchestrator** can allow organizations to send custom role-based messages and engage in meaningful conversations using surveys and interactive digital dialogs to get an instant pulse on its workforce. An automated chatbot can be sent through a messenger—getting in front of employees where and when is best for them—and collect pulse checks within minutes—unlocking insights that can help guide targeted ESG activities and communication.



## 2. Take the pulse of workforce sentiment

Understanding employee-based sentiment around company culture and personal values can help incorporate ESG activities into employees' experiences. Yet, **55% of companies** don't have a consistent and complete approach to getting the employee data needed to help guide lasting change. And with how fast ESG and the work environment is changing, it can be hard for organizations to keep pace to maintain or even improve company culture.

When organizations take the pulse on employees feelings—and put actions in place in response—employees may likely feel more heard and valued. Their perception of belongingness increases and as a result, so can their engagement and their intent to stick around. And when you direct data gathering and survey results into ESG efforts, you can speed up new concept assimilation. When you gather your data within a continuous listening platform, it can enable leadership to act on feedback in the moment.

**Listen Platform** can be a critical driver in uncovering employee behavior and experiences helping your organization deliver on brand promises. Gather and respond to employee feedback, gain valuable insights into turnover, intentions, satisfaction levels and disconnects between where you think you are and where ESG actually stands in employees' minds. From there, you'll likely know where the gaps are so you can be strategic about which next steps will most likely engage your workforce.



### 3. Provide baseline ESG education and function-specific credentialing in the area

Once you understand how your employees feel and what they need, you can place special emphasis on upskilling opportunities. And considering the breadth and depth of ESG, you might need a digital upskilling program to match.

Without upskilling, ESG efforts and cultural shifts can be slow, uphill battles with little promise of success, but casting a wide net of generic ESG knowledge is still not a cure-all. ESG upskilling should be tackled function by function so every contribution made across the company can move the ship in the right direction.

As employees upskill based on their roles and skill sets, they should be able to communicate across functions and ground ESG in everyday efforts. Risk and compliance can better collaborate with finance. HR can have more focused recruiting efforts. Marketing staff can go beyond generating buzzwords and put purpose behind content.

**Upskilling platforms**, like ProEdge, can offer leaders a two-fold solution. First, the organization can leverage HR and survey data to understand their people's current ESG skills or gaps and can then use that knowledge to create custom learning pathways. Learners can stay up-to-date on ESG trends and build ESG acumen through specialized content, including the business case for sustainability, ESG materiality, climate change and more. ESG upskilling can also help develop employees' skills in ESG analysis, reporting, research, communication and regulatory knowledge.





#### 4. Benchmark yourself against your competitors' efforts

To focus on ESG and sustainability, but also compete for talent, you should look for a workforce analytics system that can pull in raw workforce data and compare it to industry-wide benchmarking data. Workforce analytics tools help further identify potential skill gaps.

Workforce analytics tools help pinpoint the traits of high-performing employees and identify potential skills gaps. This kind of data can help you find your ESG ambassadors who can help build a culture where people want to stay and contribute to your ESG strategy.

Tools like **Saratoga** help leaders assess metrics across groups to better understand what motivates people while embedding more equity when it comes to ESG opportunities for learning, career progression and employee experiences. Tailored surveys, advanced analytics, competitive benchmarking and action planning help organizations develop strategies that drive business forward all while keeping a measure of what matters most to the individuals that make up your workforce.





# Moving the needle on ESG with technology

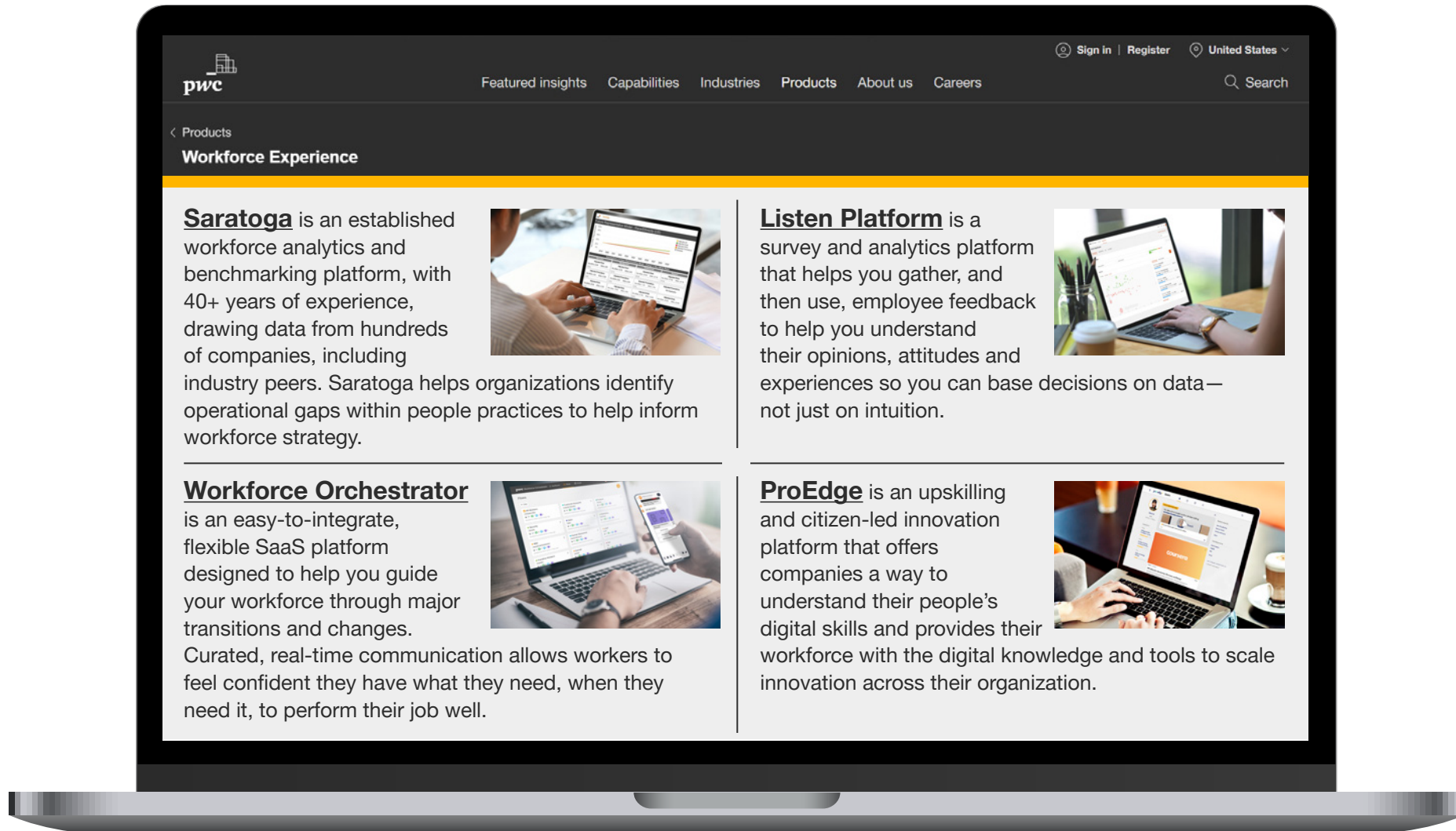
ESG requires an all hands on deck approach. From regulatory shifts to industry trends to stakeholder demands, organizations are realizing that in order to navigate the ever-changing ESG landscape, they will likely need their entire workforce on board. But cultural shifts aren't easy.

Weaving ESG into company culture requires a simultaneous top-down and bottom-up approach. Employees want to be in the know, they want to upskill, they want to trust their organizations are prioritizing their needs as well as the environment and their communities. But first, organizations should assess capabilities, attitudes and gaps to provide skills and information for employees to act upon.

For a thorough ESG experience, choose technology designed to connect people, information, different applications and data. Pulse checks don't have to be generic and mass messages don't have to be impersonal. The technology is available to provide a more engaging and effective way to communicate changes, upskill workers and generate personalized experiences at scale that can create a ripple effect of innovation and engagement throughout the workforce experience.




# Learn more about our Workforce Experience portfolio of products




The image shows a laptop screen displaying the PwC Workforce Experience product page. The page has a dark header with the PwC logo on the left and navigation links for 'Featured insights', 'Capabilities', 'Industries', 'Products', 'About us', and 'Careers' in the center. On the right of the header, there are links for 'Sign in', 'Register', and 'United States' with a dropdown arrow, and a search icon labeled 'Search'. Below the header, the page title is '< Products' followed by 'Workforce Experience'. The main content area is divided into four sections, each with a text block and an image. The top-left section describes 'Saratoga' as a workforce analytics and benchmarking platform. The top-right section describes 'Listen Platform' as a survey and analytics platform. The bottom-left section describes 'Workforce Orchestrator' as a SaaS platform for workforce transitions. The bottom-right section describes 'ProEdge' as an upskilling and innovation platform. Each section is separated by a horizontal line.


**Saratoga** is an established workforce analytics and benchmarking platform, with 40+ years of experience, drawing data from hundreds of companies, including industry peers. Saratoga helps organizations identify operational gaps within people practices to help inform workforce strategy.



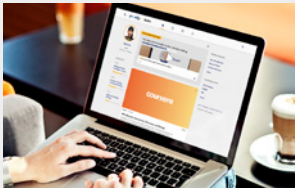
**Listen Platform** is a survey and analytics platform that helps you gather, and then use, employee feedback to help you understand their opinions, attitudes and experiences so you can base decisions on data—not just on intuition.



**Workforce Orchestrator** is an easy-to-integrate, flexible SaaS platform designed to help you guide your workforce through major transitions and changes. Curated, real-time communication allows workers to feel confident they have what they need, when they need it, to perform their job well.



**ProEdge** is an upskilling and citizen-led innovation platform that offers companies a way to understand their people's digital skills and provides their workforce with the digital knowledge and tools to scale innovation across their organization.





# Thank you



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