Sustainability opens a broad and diverse array of business career paths

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Skills in sustainability are being mainstreamed and becoming horizontal in all sectors.

- According to research based on LinkedIn Talent Insights, demand for Sustainability Skills is quickly growing:
  - ✓ The younger professionals' cohort (≤5 years of experience) is the fastest growing (+13%).
  - ✓ USA (New York, LA, Washington and Boston) and UK are the largest labor markets.
  - ✓ The top hiring companies worldwide are Engineering Consulting firms.

- These results are consistent with secondary data (focused on environmental matters):
  - ✓ In 2030 only the "green economy" could create 24 million jobs worldwide (ILO)
  - ✓ 75% of senior sustainability professionals in the UK say all jobs will require green skills by 2050 (Deloitte)
  - ✓ Jobs with a management profile in the natural sciences will grow by 6% between 2020 and 2030 (United States Bureau of Labor Statistics)
  - ✓ Employment linked to the circular economy grew by 5% between 2012 and 2018, creating approximately 4 million jobs (Eurostats)

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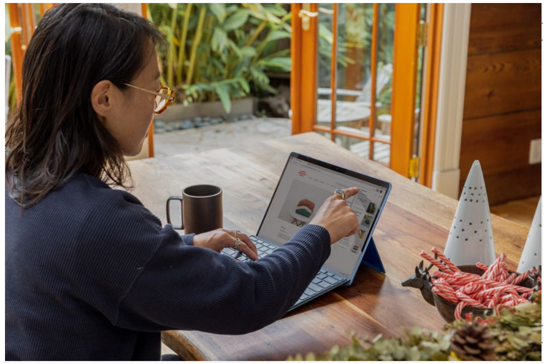
Career Areas within Sustainability & Business Transformation.

Sustainability and ESG Strategy

Sustainability Analytics & Financing



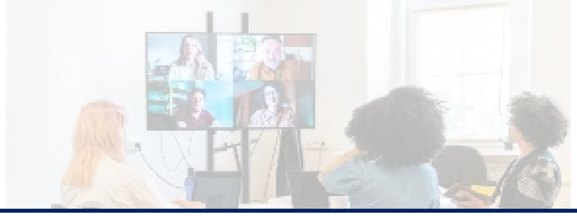
Sustainable Operations & Value Chain

Sustainable Product Management & Customer Value

Social & Environmental Entrepreneurship

Career Areas within Sustainability Management & Strategy.

Sustainability and ESG Strategy



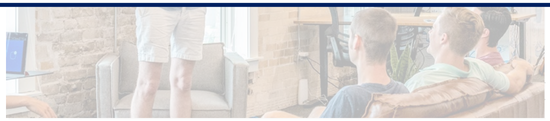
WHAT KINDS OF RESPONSIBILITIES MIGHT YOU HAVE?

Here are just a few examples:

- Sustainability Consulting
- Sustainability Project Management
- Defining Purpose-Driven Business Models

Operations & Value

Sustainable Product Management & Customer Value

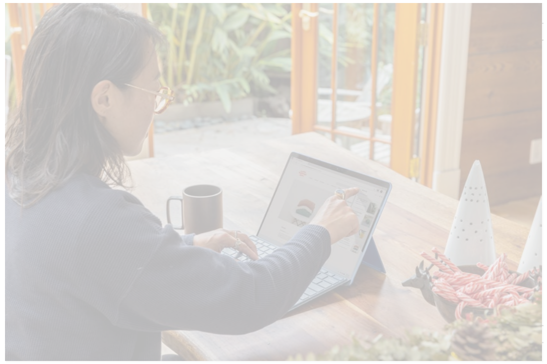


Social & Environmental Entrepreneurship

Career Areas within Sustainability Management & Strategy.

Sustainability and ESG Strategy

Sustainability Analytics & Financing



Sustainable Operations & Value Chain

Sustainable Product Management & Customer Value

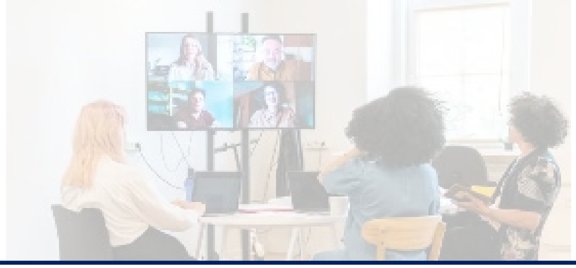
WHAT KINDS OF RESPONSIBILITIES MIGHT YOU HAVE?

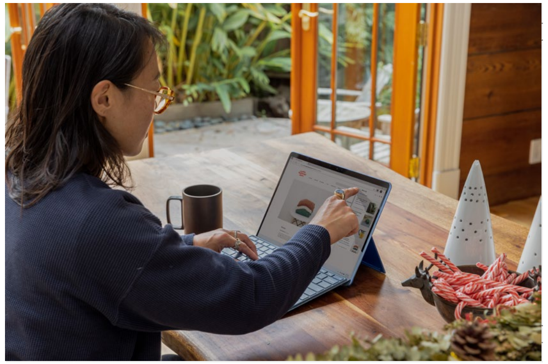
Here are just a few examples:

- Sustainable Finance Advisory
- Impact Investment
- Sustainability Auditing/Reporting

Career Areas within Sustainability Management & Strategy.

Sustaina
Strategy





Sustainable Operations & Value Chain

WHAT KINDS OF RESPONSIBILITIES MIGHT YOU HAVE?

Here are just a few examples:

- Sustainable Supply Chain Management
- Value Chain Transformation
- Human Resources for Sustainability & Inclusion

Sustainable Product Management & Customer Value

Social & Environmental Entrepreneurship

Career Areas within Sustainability Management & Strategy.

Sustainability and ESG
Strategy

Sustaina
Financin

WHAT KINDS OF RESPONSIBILITIES
MIGHT YOU HAVE?

Here are just a few examples:

- Sustainable Marketing
- Stakeholder management
- Account management

**Sustainable Product
Management & Customer Value**

Social & Environmental
Entrepreneurship

ie
BUSINESS SCHOOL

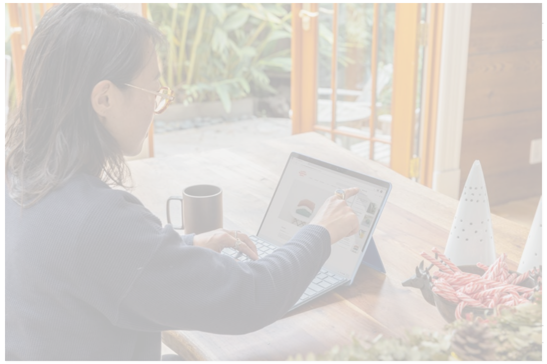
Career Areas within Sustainability Management & Strategy.

WHAT KINDS OF RESPONSIBILITIES

MIGHT YOU HAVE?

Here are just a few examples:

- Social/Environmental Entrepreneur
- Social Entrepreneurship/Innovation Accelerator Manager
- Social/Environmental Innovation Advisor

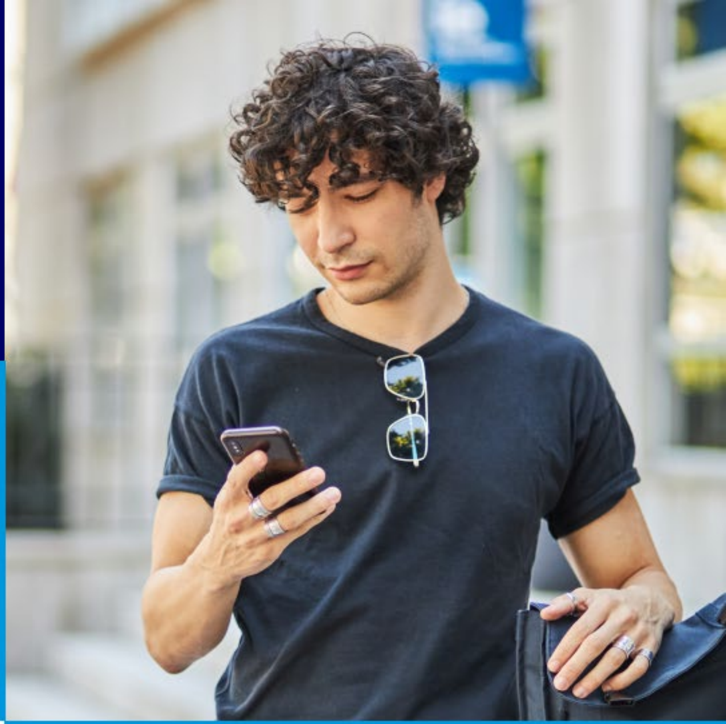


Sustainable Operations & Value Chain

Sustainable Management: Customer facing. i.e Marketing

Social & Environmental Entrepreneurship

Sustainable Strategy & Transformation



WHAT RESPONSIBILITIES MIGHT I HAVE?

Sustainability Consulting

STAKEHOLDER ENGAGEMENT:
- Conduct stakeholder interviews and surveys to gather insights on sustainability priorities.
- Facilitate workshops and meetings with clients and stakeholders to align on sustainability goals and strategies.

SUSTAINABILITY ASSESSMENT:
- Conduct comprehensive sustainability assessments, including materiality assessments, to identify key environmental, social, and governance (ESG) issues.
- Analyze client data and performance against sustainability frameworks (e.g., GRI, SASB) to identify strengths and weaknesses.

STRATEGY DEVELOPMENT:
- Collaborate with clients to develop sustainability strategies and action plans tailored to their specific goals and challenges.
- Provide recommendations for integrating sustainability into core business operations and decision-making processes

Sustainability Project Management

PROJECT PLANNING AND EXECUTION:
- Lead sustainability initiatives and projects, defining objectives, timelines, and resource allocation.
- Coordinate cross-functional teams to implement sustainability programs effectively.

PERFORMANCE MONITORING:
- Establish key performance indicators (KPIs) and metrics to track the progress of sustainability initiatives.
- Regularly assess and report on the performance of sustainability programs against set targets.

STAKEHOLDER COMMUNICATION:
- Communicate sustainability progress and achievements to internal and external stakeholders through various channels.
- Engage with investors, customers, and employees to build support for sustainability efforts.

Sustainability Auditing/Reporting

ENVIRONMENTAL AUDITING:
- Perform environmental audits to assess resource consumption, emissions, and waste management practices.
- Ensure compliance with environmental regulations and standards, identifying areas for improvement.

SOCIAL AND ETHICAL AUDITING:
- Conduct social and ethical audits to evaluate labor practices, supply chain ethics, and human rights compliance.
- Assess supplier and partner relationships to ensure adherence to sustainability principles.

REPORTING AND COMPLIANCE:
- Compile sustainability data and performance metrics to produce annual sustainability reports.
- Ensure that sustainability reports are in line with relevant reporting frameworks and standards.

ESG in consulting

Big Four accounting firms rush to join the ESG bandwagon

New investment plans and strategies aim to tap sustainability boom but fears of backlash persist

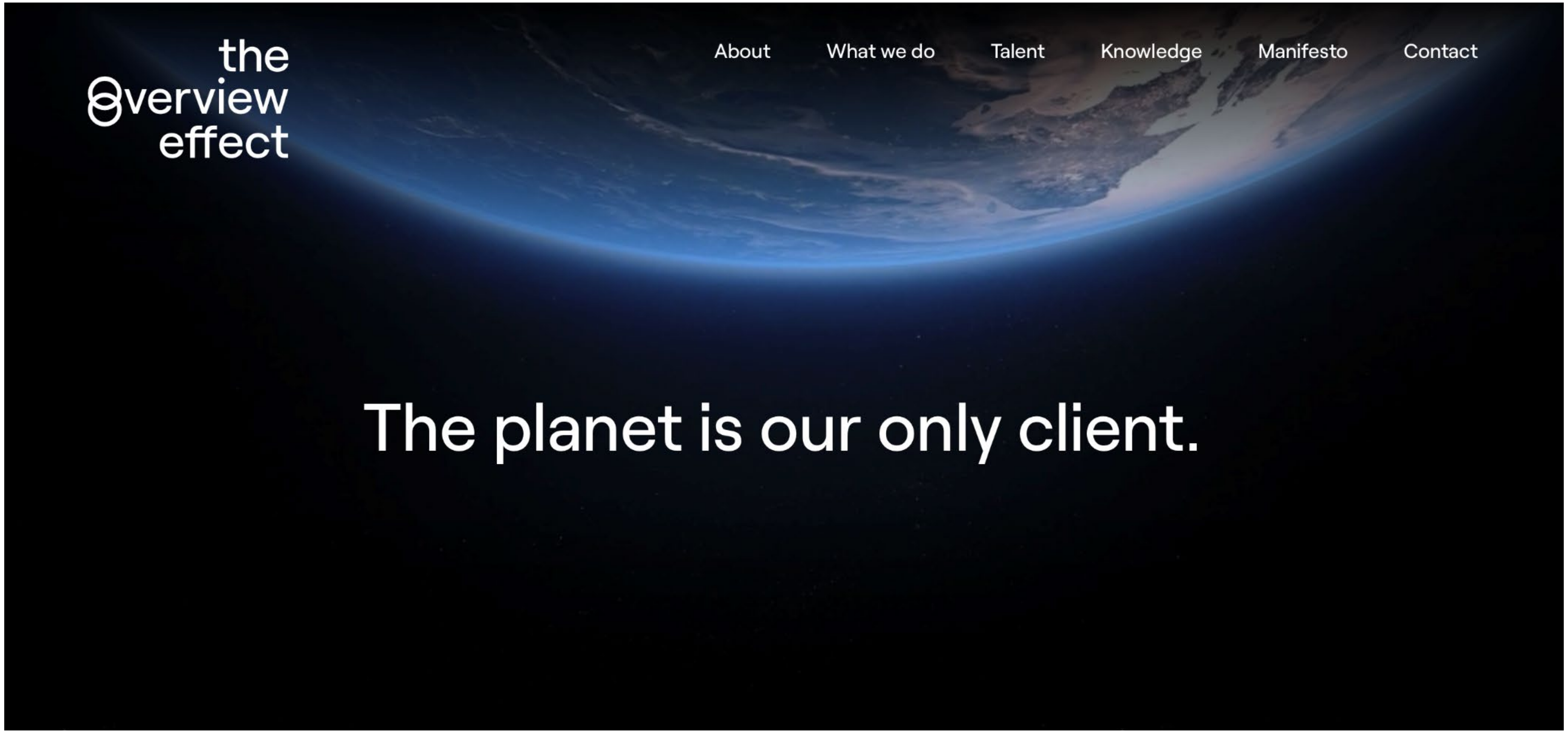
Tracking nonfinancial metrics such as companies' carbon footprints gives the Big Four a chance to generate more fee income and improve profit margins © FT montage; Bloomberg

TOP RECRUITERS*

	EY	ERM	Deloitte.	KPMG	pwc
TOTAL PROFESSIONALS (NOT SUSTAINABILITY & SUSTAINABILITY RELATED)	*212.127*	*4.753*	*267.010*	*135.336*	*39.413*
N° OF PROFESSIONALS SUSTAINABILITY RELATED	**615** (<1% OF TOTAL PROF)	**612** (<1% OF TOTAL PROF)	**580** (<1% OF TOTAL PROF)	**179** (<1% OF TOTAL PROF)	**69** (<1% OF TOTAL PROF)
1Y GROWTH OF PROFESSIONALS	**+43%**	**+24%**	**+54%**	**n/a**	**n/a**
JOB POST	**42**	**359**	**518**	**105**	**22**

***IE Market insights 2023**

ESG in consulting: Boutique firms



ESG/Sustainable Finance

WHAT RESPONSIBILITIES MIGHT I HAVE?

Sustainable Finance Advisory

CLIENT CONSULTATION:
- Provide ESG and sustainability advisory services to clients, helping them align their financial strategies with sustainability goals.
- Offer expertise on sustainable investment options, ESG risk management, and impact assessment.

PRODUCT DEVELOPMENT:
- Contribute to the design and development of sustainable financial products, such as green bonds, ESG-themed funds, or impact investment vehicles.
- Ensure compliance with regulatory requirements and industry standards in product development.

MARKET RESEARCH
- Stay informed about emerging trends, regulations, and opportunities in the sustainable finance landscape.
- Conduct market research and analysis to identify potential market gaps and opportunities for sustainable financial products and services.

Investor Relations in a Corporation

ESG REPORTING:
- Collaborate with internal teams to collect and analyze ESG data, ensuring accurate and transparent reporting to investors and stakeholders.
- Develop ESG disclosure strategies that align with recognized reporting frameworks (e.g., GRI, SASB).

INVESTOR ENGAGEMENT:
- Establish and maintain strong relationships with investors interested in ESG and sustainability matters.
- Respond to investor inquiries and requests for information regarding the company's ESG performance and initiatives.

ESG STRATEGY INTEGRATION:
- Work closely with internal departments to integrate ESG considerations into the corporate strategy, operations, and decision-making processes.
- Identify opportunities to enhance the company's ESG performance and disclosure practices.

Impact Investment

PORTFOLIO MANAGEMENT:
- Identify and evaluate potential impact investments aligned with specific ESG criteria and impact goals.
- Develop and manage a portfolio of impact investments across asset classes, such as sustainable bonds, venture capital, or impact funds.

DUE DILIGENCE:
- Conduct thorough due diligence on potential impact investments, assessing financial, social, and environmental risks and opportunities.
- Collaborate with investment teams to ensure investments meet ESG standards and objectives.

IMPACT MEASUREMENT:
- Define and implement impact measurement frameworks and methodologies to assess the social and environmental outcomes of investments.
- Report on the impact of investments to stakeholders, demonstrating their contribution to sustainability goals.

BBVA

BARCLAYS

Santander

BlackRock

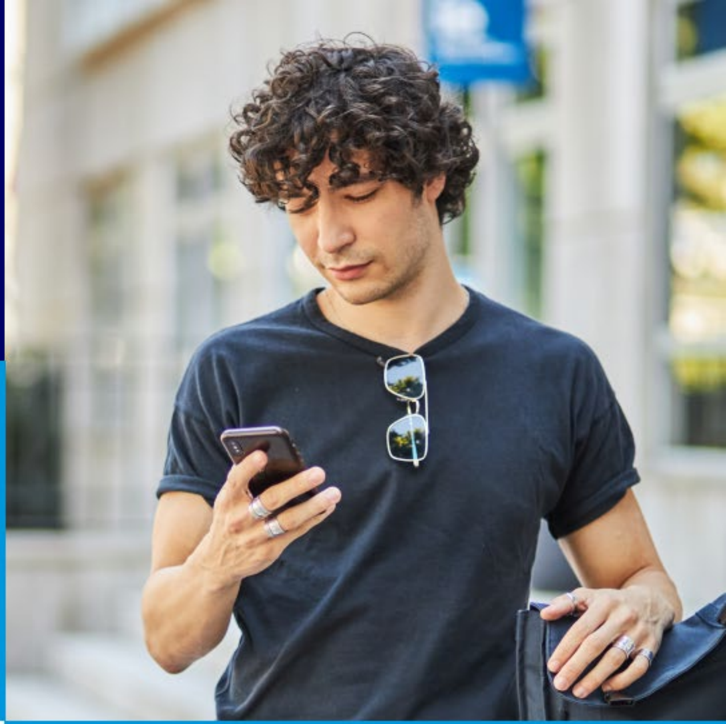
Allianz

AMBIENTA
Environmental Investments

Impact Bridge

CLARITY AI

Sustainable Operations & Supply Chain



WHAT RESPONSIBILITIES MIGHT I HAVE?

Sustainable Supply Chain Management

SUPPLIER ENGAGEMENT:
- Collaborate with suppliers to assess their sustainability practices and encourage improvements.
- Develop and implement supplier codes of conduct and sustainability standards.

LOGISTICS OPTIMIZATION:
- Identify opportunities to reduce the environmental impact of transportation and distribution.
- Optimize logistics and distribution processes to minimize emissions and resource use.

CIRCULAR ECONOMY INITIATIVES:
- Implement circular supply chain practices, such as product take-back programs and materials recycling.
- Promote the use of eco-friendly packaging materials and sustainable product design.

Circular Value Chain Management

Reverse Logistics:
- Develop systems for product take-back, refurbishment, and recycling, creating closed-loop supply chains that minimize waste.
- Implement logistics solutions that support product lifecycle extensions and waste reduction through effective reverse logistics operations.

Circular Procurement:
- Source materials from suppliers using recycled or renewable resources, ensuring that procurement practices are fully aligned with circular economy principles.
- Establish procurement standards that support circularity, focusing on minimizing resource use, waste, and emissions.

Stakeholder Collaboration:
- Engage with stakeholders, including NGOs, social enterprises, and local communities, to foster circular practices across the value chain.
- Advocate for policies and initiatives that support circular economy goals, waste reduction, and social equity.

Green Logistics and Transportation Management

Sustainable Transportation Strategies:
- Develop and implement logistics strategies that reduce carbon emissions, focusing on fuel efficiency and optimizing transportation routes.
- Explore and integrate sustainable transportation options, such as electric vehicles, rail transport, and eco-friendly shipping methods.

Waste Reduction in Logistics:
- Minimize packaging waste and promote the use of recyclable or biodegradable materials in distribution processes.
- Collaborate with suppliers to ensure that transportation practices align with sustainability goals, focusing on reducing overall environmental impact.

Supply Chain Efficiency:
- Identify and manage opportunities to enhance efficiency within logistics networks, reducing fuel consumption and emissions without compromising delivery performance.
- Monitor and analyze transportation metrics to continuously improve sustainability performance across logistics operations.

- FASHION & TEXTILES
- ELECTRONICS & TECHNOLOGY
- AUTOMOTIVE & TRANSPORTATION
- FOOD & AGRICULTURE
- CONSTRUCTION & REAL ESTATE
- CONSUMER GOODS & PACKAGING
- ENERGY & RENEWABLES
- PHARMACEUTICALS & HEALTHCARE
- FORESTRY & PAPER PRODUCTS
- WASTE MANAGEMENT & RECYCLING

Gestamp

TD SYNNEX

Brambles

Unilever

Sustainable Product Management & Customer Value

WHAT RESPONSIBILITIES MIGHT I HAVE?

Sustainable Product Development Management

PROJECT PLANNING AND COORDINATION:

- Develop project plans for sustainable product development, outlining objectives, timelines, and resource allocation.
- Coordinate and lead cross-functional teams to ensure the successful execution of sustainable product development projects.

COST-BENEFIT ANALYSIS:

- Conduct cost-benefit analyses to assess the economic viability of sustainable product designs.
- Balance sustainability goals with budgetary constraints and provide recommendations for cost-effective sustainability measures.

SUPPLIER COLLABORATION:

- Collaborate with suppliers and manufacturers to ensure the adoption of sustainable production processes and practices.
- Monitor and assess the environmental and social performance of suppliers involved in sustainable product development.

Sustainable Marketing

GREEN MARKETING CAMPAIGNS:

- Develop and execute marketing campaigns that highlight the sustainability features of products or services.
- Ensure that marketing materials accurately reflect the company's commitment to sustainability.

CUSTOMER EDUCATION:

- Educate customers about sustainable practices, such as energy conservation or responsible consumption.
- Communicate the environmental and social benefits of choosing sustainable products.

MARKET RESEARCH:

- Conduct market research to identify consumer preferences for sustainable products and messaging.
- Analyze consumer feedback and trends to inform marketing strategies and product development.

Sustainable Product Design

MATERIAL SELECTION:

- Research and select eco-friendly materials with low environmental impact.
- Collaborate with suppliers to source sustainable materials, considering factors like recyclability and renewability.

LIFE CYCLE ASSESSMENT (LCA):

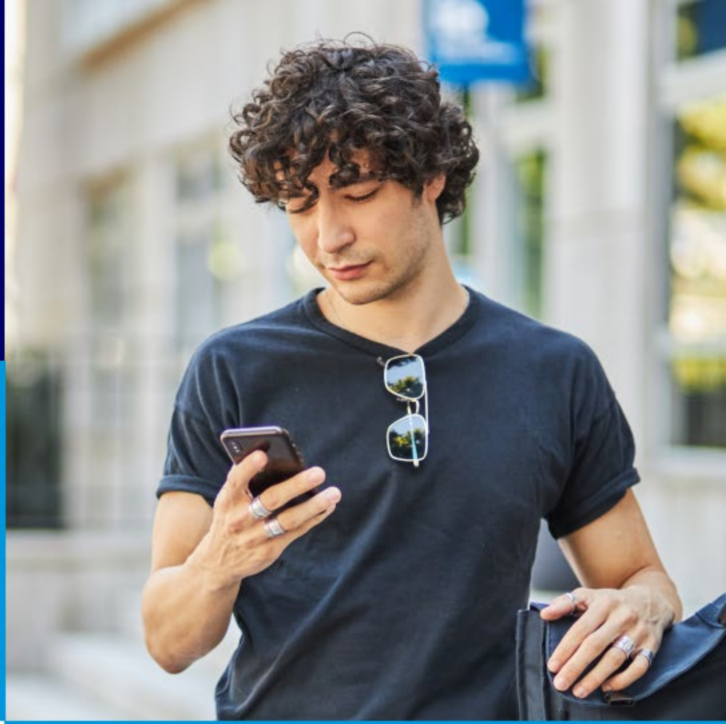
- Conduct LCAs to evaluate the environmental impact of product designs throughout their entire life cycle.
- Identify areas for improvement and design modifications based on LCA findings.

PROTOTYPE DEVELOPMENT:

- Create prototypes and mock-ups to test the feasibility and functionality of sustainable design concepts.
- Iterate and refine product designs based on prototype testing and feedback.

- CONSUMER GOODS & PACKAGING
- FASHION & TEXTILES
- FOOD & BEVERAGE
- COSMETICS & PERSONAL CARE
- RETAIL & E-COMMERCE
- ELECTRONICS & TECHNOLOGY
- HOSPITALITY & TOURISM
- AUTOMOTIVE & TRANSPORTATION
- HOME GOODS & FURNITURE

Social/Environmental Innovation & Entrepreneurship



WHAT RESPONSIBILITIES MIGHT I HAVE?

Social/Environmental Entrepreneur

IDEATION AND CONCEPT DEVELOPMENT:
- Identify social or environmental challenges and conceive innovative solutions or business concepts.
- Validate the feasibility and market potential of ideas through market research and testing.

BUSINESS PLANNING:
- Develop comprehensive business plans, including financial projections, marketing strategies, and impact measurement frameworks.
- Secure funding or investment for startup initiatives through grants, venture capital, or crowdfunding.

EXECUTION AND SCALING:
- Launch and manage social or environmental startups, overseeing day-to-day operations and growth strategies.
- Build and lead teams dedicated to achieving the venture's mission and goals.

Social Entrepreneurship/Innovation Accelerator Manager

PROGRAM DEVELOPMENT:
- Design and manage accelerator programs that support and nurture social and environmental startups or innovators.
- Develop curriculum, mentorship frameworks, and networking opportunities for program participants.

STARTUP SELECTION AND EVALUATION:
- Lead the selection process for accelerator cohorts, identifying promising social entrepreneurs and innovators.
- Evaluate and provide ongoing feedback to participants, assisting with business development and impact strategies.

ECOSYSTEM BUILDING:
- Foster relationships with investors, mentors, and partners to provide resources and support to program participants.
- Build a strong entrepreneurial ecosystem by connecting startups with relevant stakeholders and opportunities.

Social/Environmental Innovation Advisor

CLIENT CONSULTATION:
- Provide advisory services to organizations, governments, or individuals seeking innovative solutions to social and environmental challenges.
- Offer expertise on sustainable business models, impact strategies, and ecosystem development.

MARKET RESEARCH AND TREND ANALYSIS:
- Conduct market research to identify emerging trends, technologies, and opportunities within the social and environmental innovation landscape.
- Analyze data to provide insights for clients and stakeholders on potential innovation avenues.

PARTNERSHIP AND ECOSYSTEM BUILDING:
- Forge partnerships and collaborations with stakeholders, including nonprofits, research institutions, and corporations, to support innovation initiatives.
- Foster ecosystem development to connect innovators with resources, mentors, and funding opportunities

Alumni Across the Career Areas

Inspiring profiles

Andreina Pinedo

Area: SUSTAINABILITY STRATEGY & ESG

2023...Associate Partner at Bain

2016...IMBA, IE Business School

2016...Corporate Innovation Strategy Consultant, EMZINGO

2011... BA, Law

Erika Sovisova

Area: SUSTAINABILITY ANALYTICS & FINANCING

2023...Manager Sustainable Finance, N World Advisory, Tech & Operations

2021...Head Of Risk, La Bolsa Social

2009... IMBA, IE Business School

2006... BA, Business Administration

Alumni Across the Career Areas

Inspiring profiles

Fernando García Muñoz

Area: SUSTAINABLE OPERATIONS & VALUE CHAIN

2023...Chief Resources Officer, Iberostar: Leading investments and sourcing resources in Iberostar Group to drive Responsible Tourism

2015...Founding Partner at Coowry LTD

2005... IMBA, IE Business School

1995... BA, Mangerial Economics

Borja Gari Munsuri

Area: MANAGEMENT & CUSTOMER VALUE

2019...Head of Business Development, Ventient Energy

2014... Board Member, Lake Turkana Wind Power Limited

2011...Global Deal Origination & Special Projects Senior Director, Vestas

1992...IMBA IE Business School

Alumni Across the Career Areas

Inspiring profiles

Adam AG
Mitchell-Heggs

Area: SOCIAL & ENVIRONMENTAL ENTREPRENEURSHIP

2020...Founder & Circular Venture BuilderFounder & Circular Venture Builder, Net Positive Labs

2019...Climate Vertical / Senior Venture Developer, FoundersLane

2018...IMBA, IE Business School + MIR, IE SPEGA

2011... BA, Life Sciences

Yoko Kojima

Area: SOCIAL & ENVIRONMENTAL ENTREPRENEURSHIP

2022...Head of ESG | Associate, Mundiventures

2022...IMBA, IE Business School + MID, IE SPEGA

2017...Investment Analyst, Hitachi

2013... BA, International Politics and Economics

In Summary: Relevant companies and functions in Sustainability and Business Transformation

IE BUSINESS SCHOOL

- Strategy consulting team helping clients develop sustainable and resilient supply chains
- Marketing specialist at a purpose-driven business
- Data analyst at the investor relations department of a sustainable firm issuing sustainability-linked bonds
- Reporting team at the sustainability office of a firm
- Responsible sourcing manager at retail firm