



## **4B: Workforce of the Future: Skills, Culture, and Retention**

### *Discussion Questions*

1. What does “workforce of the future” mean in the context of your firm’s sustainability and ESG goals?
2. Which skills or roles related to sustainability/ESG are you struggling the most to recruit or develop internally right now?
3. How are you currently building a sustainability-focused talent pipeline (e.g., internships, university partnerships, reskilling existing staff)?
4. Where have you seen success in integrating sustainability skills into more “traditional” roles (i.e. project managers, engineers, architects)?
5. How do you balance the demand for specialized sustainability expertise with the need to upskill a broad base of staff?
6. In what ways are you using learning & development (training, mentoring, etc.) to build sustainability capabilities?
7. How are you equipping managers and leaders, who may not be ESG experts, to support and grow sustainability-focused teams?
8. What are one or two concrete things your firm has done to retain sustainability-minded talent—and did it work?
9. How do you communicate purpose and impact to your workforce so they feel connected to your firm’s sustainability strategy?
10. What cultural barriers inside your organization make it hard for people to lead on sustainability, and how are you addressing them?
11. How are hybrid/remote work trends helping or hindering your ability to build a cohesive sustainability-focused culture?
12. What metrics or signals tell you that your sustainability culture is getting stronger (or weaker)?
13. If you could implement one change tomorrow to better attract or retain sustainability talent, what would it be and why?