

# ESG Managers in action

Managers' experience  
with Sustainability

*Survey 2021*

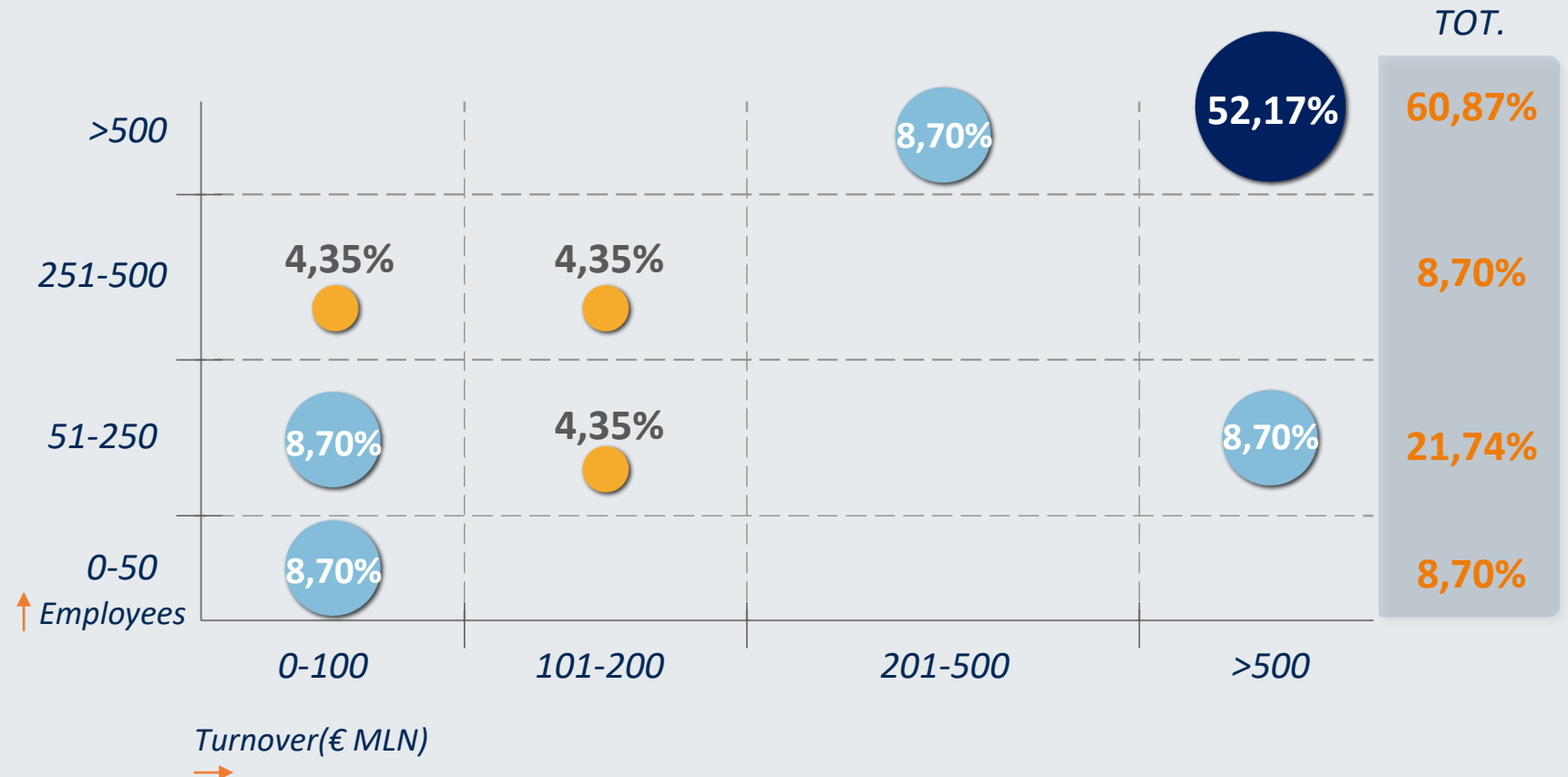
# #PraxiESGExcellenceHub

*Who's who in our network?*

## 150+ Managers

Are part of the **PRAXI ESG Excellence HUB**

We engaged them on **Sustainability topics**



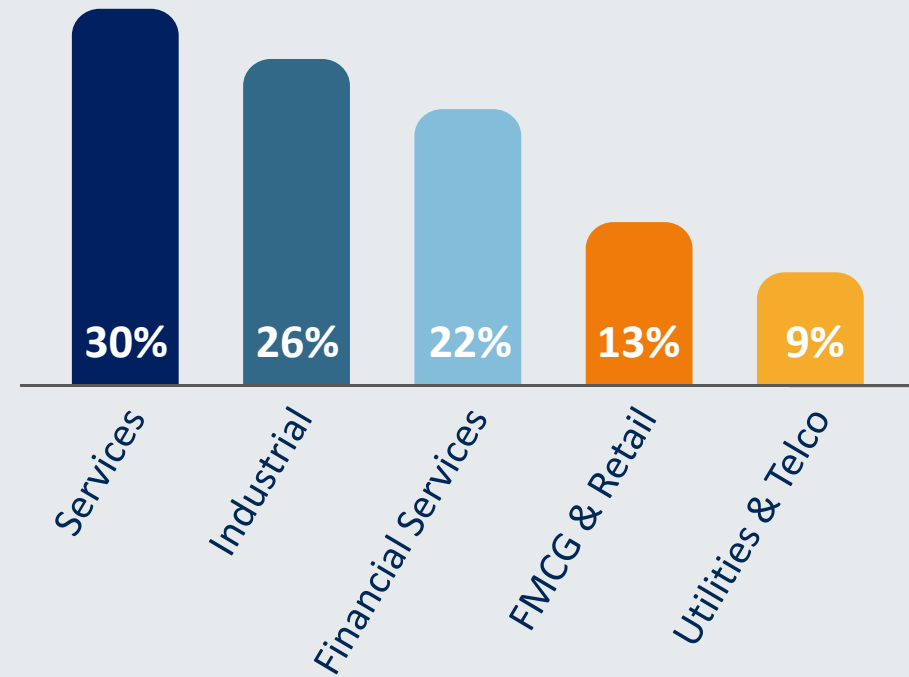
# #PraxiESGExcellenceHub

*Who's who in our network?*

*Company HQ*



*Industry*



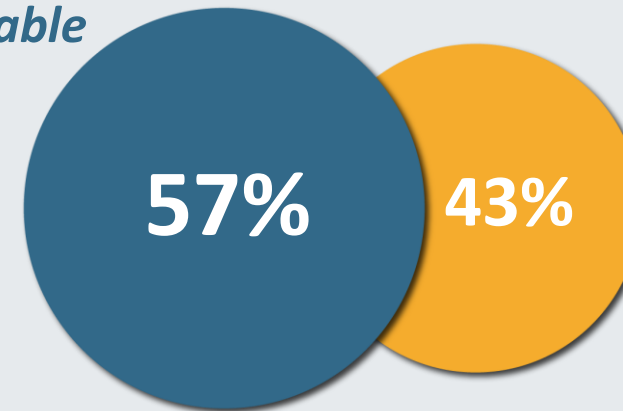
## #WhateverManager

*How are ESG Managers branded?*

Do organisations recognize the **purpose of the Role?**

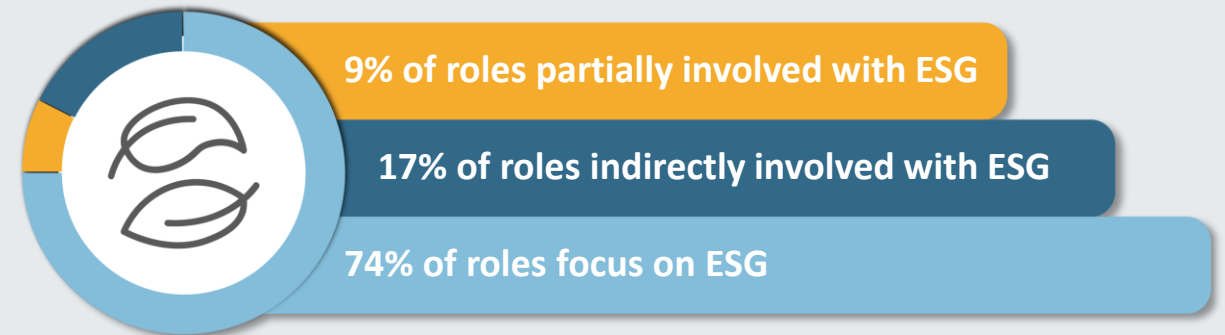
**74%** of roles are fully ESG engaged  
BUT **only 57%** have ESG “branding”  
in the job title

*Sustainable  
job title*



*Other  
job title*

*Responsibility*

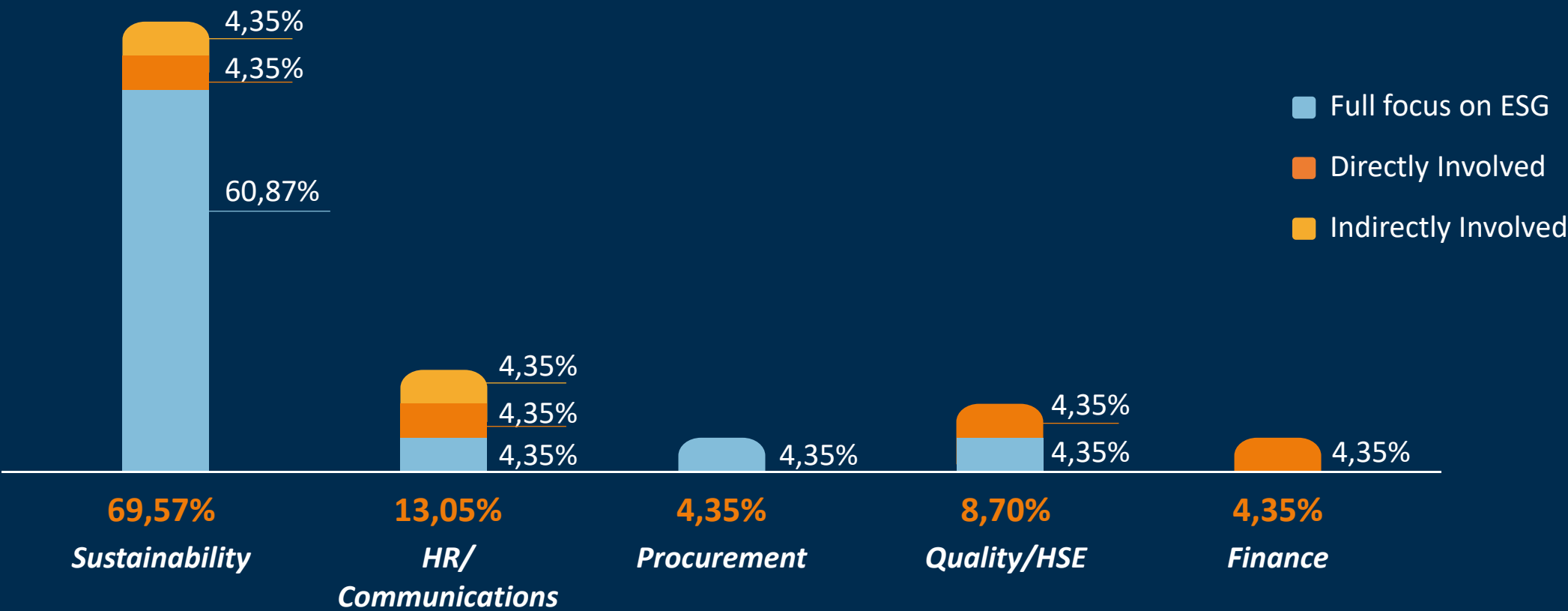


# #ControlRoom

Where do ESG Managers sit?

69% sit in the Sustainability Department but 60% are fully focused on ESG → 9% split focus

13% sit in other functions (Procurement, Quality/HSE, HR/Comm) but 100% focused on ESG



# #ESGTasks

*What do they do?*

ESG broadly impacts **almost all company processes**

## Process involving ESG Managers



# #ESGTasks

...what, exactly?

## Task Frequency\*

	MOST FREQUENT	LEAST FREQUENT
Communication	CSR Activities coordination	Internal Communication
Environmental	HSE Objectives implementation	Circular Economy
Legal	Anti-corruption system deployment	Data Security
Ops & Quality Management	Internal Audit and Risk Assessment	Management of Life Cycle Assessment
IT	Business Continuity	Blockchain Implementation
Supply Chain & Product Design	Design of traceability processes	Activities for Customer/Distribution Channel Satisfaction
Finance	ESG Metrics integration	SRI Processes Management
HR	Diversity Management & Inclusion	ESG Compensation KPIs
Marketing	Promotion of sustainable-life-cycle products	Co-marketing projects with companies/partners
Reporting	Sustainability Reports	Certification processes
Strategy	Design of sustainability plans and strategic projects	Innovative go-to-market strategies and initiatives

\*Get in touch with us to know the in-between items.

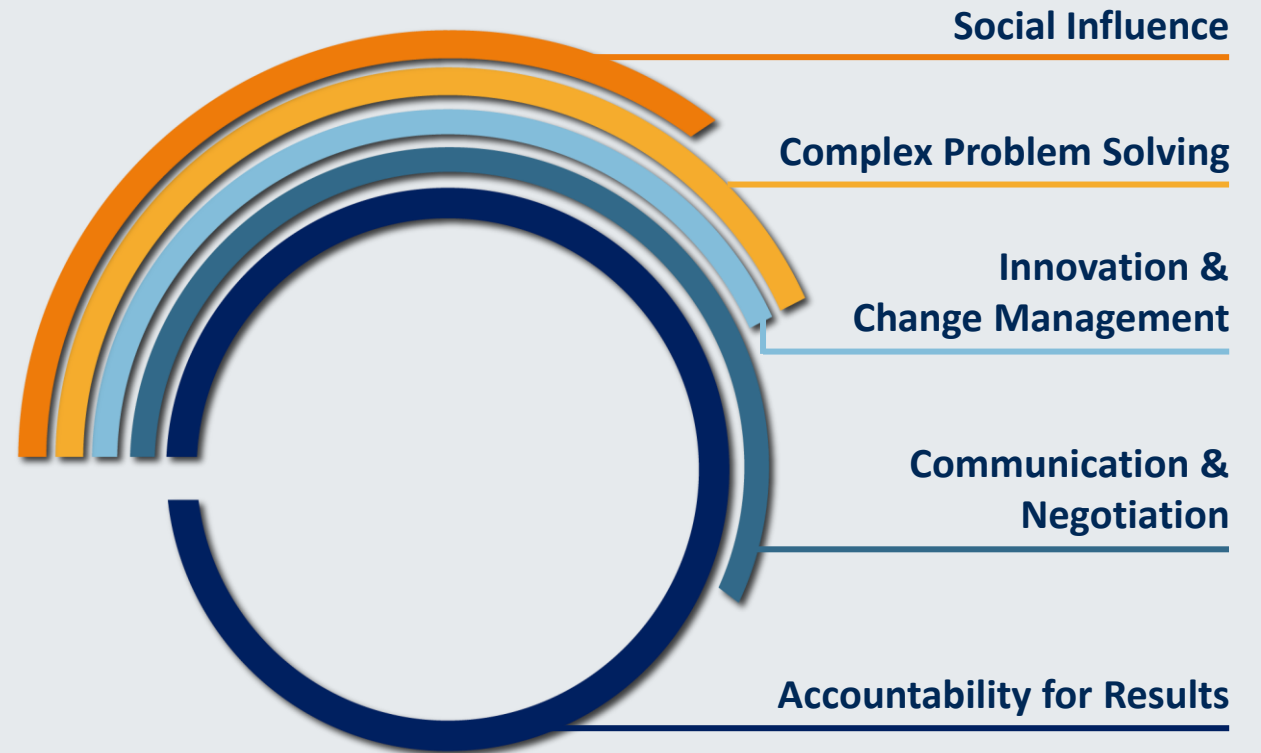
WORK IN PROGRESS



# #DriveMeSoftly

*Which soft skills matter the most?*

An Orchestra Director more  
than a Technical Leader

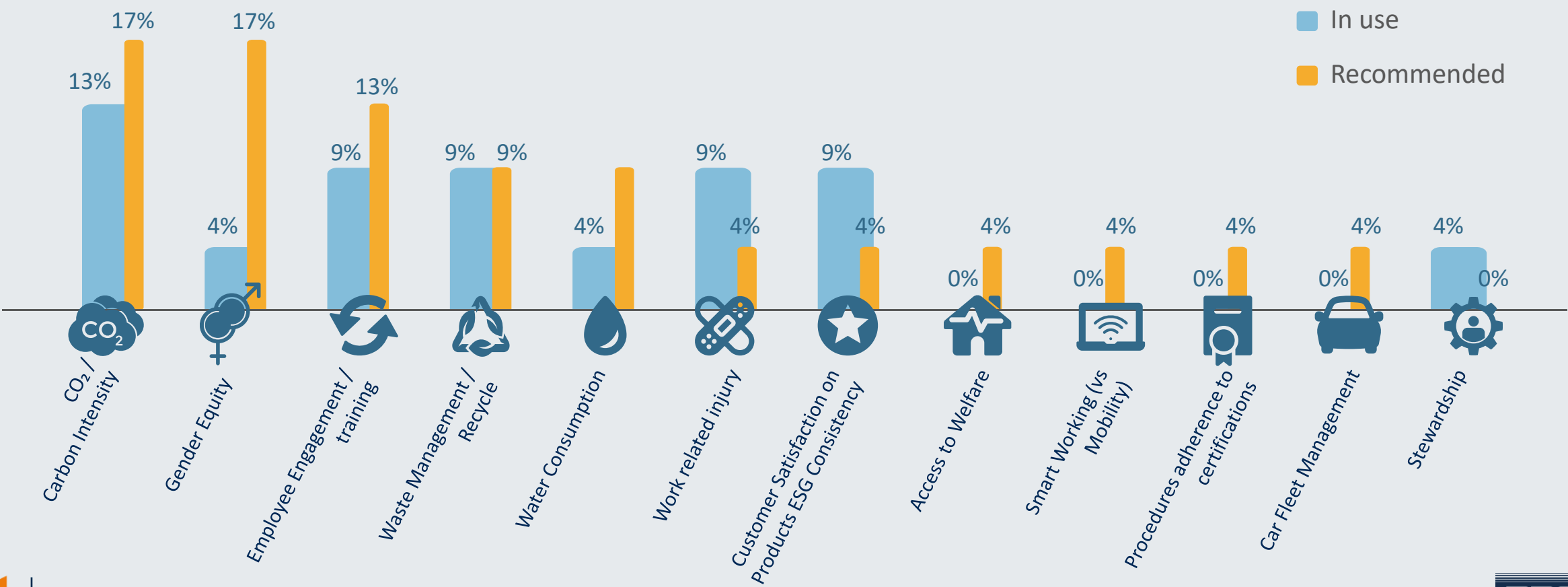




# #FromWordsToFacts

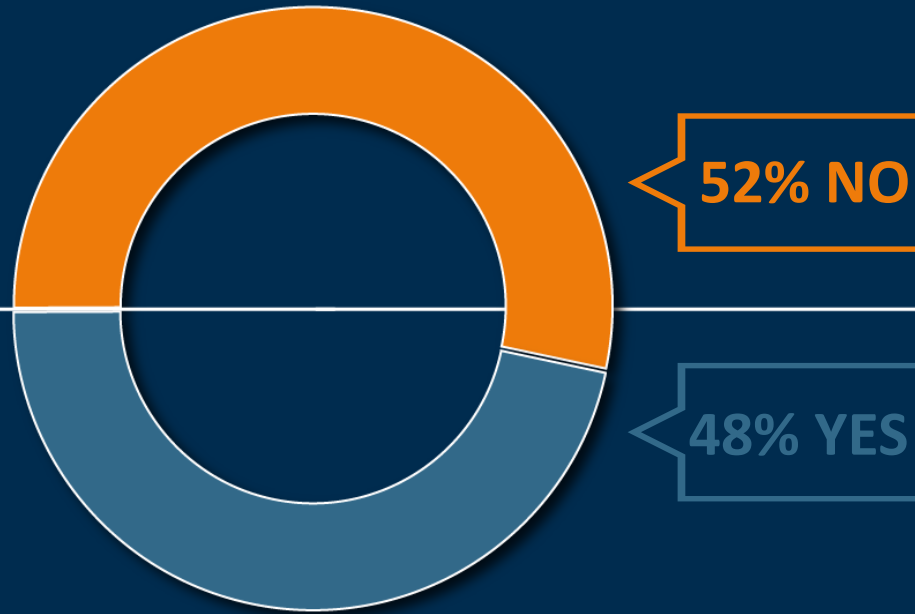
Which ESG KPIs are evaluated and rewarded?

Do company KPIs respond to the ESG Managers' preferences?



## #FromWordsToFacts

Are *certifications* common?



*Certifications are still **ornamental**, **not** indicative of **real goals**.*



**PRAXI**

## Contacts

**Maria Carla Lombardi**  
*Senior Consultant*

[mariacarla.lombardi@praxi.praxi](mailto:mariacarla.lombardi@praxi.praxi)

T +39 02 43002

M +39 335 6494307

**[www.praxi.praxi](http://www.praxi.praxi)**