

# SUSTAINABILITY FOR BUSINESS RESILIENCE REPORT



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# INTRODUCTION

Climate change is a global phenomenon that has promoted a shift towards building a sustainable future<sup>1</sup>. Singapore's proactive approach to addressing climate change in the last two decades has set the foundation for the country to achieve a net-zero future<sup>2</sup>. This has led to the Singapore Green Plan 2030, which aims to foster a resilient green economy and advance sustainable development by uniting the entire nation in this effort<sup>3</sup>.

Once relegated as optional, sustainability has now advanced into a critical business imperative<sup>4</sup>. Consequently, organisations are increasingly adopting environmental, social, and governance (ESG) practices to meet rising demands from consumers, investors, partners, and regulatory bodies, thus reshaping the business landscape<sup>5</sup>. As part of their ESG plans, more organisations are exploring the potential of technology to advance their sustainability development<sup>6</sup>. Moreover, the Singapore government is poised to progressively introduce mandatory climate reporting to strengthen organisations' sustainability capabilities, thereby enhancing their access to new markets, customers, and financing<sup>7</sup>. Hence, those with robust ESG commitments are viewed more favourably by these stakeholders, thereby securing their long-term success<sup>8</sup>.

Despite the growing recognition of sustainability's importance<sup>9</sup>, many organisations remain slow to implement sustainability strategies due to limited awareness of the benefits of ESG investment on top of navigating strict regulations<sup>10</sup>. To address this, the Singapore government has introduced various initiatives to help organisations quickly adopt sustainability standards and accelerate the country's carbon-neutral ambitions<sup>11</sup>, such as Project Greenprint<sup>12</sup>.

However, ongoing challenges such as weak board commitment, lack of accountability and talent gap continue to hinder sustainability implementation<sup>13</sup>. While green jobs are on the rise<sup>14</sup>, there is a deficiency in skilled talent as employers fail to invest in green skills development<sup>15</sup>. This underlines the urgent need for organisations to prioritise enhancing the green capabilities of their workforce to stay competitive as the nation transitions to a low-carbon economy<sup>16</sup>.

In this report, we investigate sustainability as a business imperative, the current state of sustainability efforts in organisations, and the critical role of training and certifications. Our report also highlights the in-demand job roles and skills that inform and shape individuals' career progression while strengthening the business' resilience.

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1 Singapore Green Plan. N.d. [A City of Green Possibilities](#)

2 National Climate Change Secretariat. N.d. [National Circumstances](#)

3 Singapore Green Plan. N.d. [A City of Green Possibilities](#)

4 Forbes. 2023. [The Sustainability Wake-Up Call For Businesses](#)

5 AXA. 2023. [Sustainability, Corporate Social Responsibility, and Environmental, Social, Governance \(ESG\) Programs](#)

6 Singapore Computer Society. 2023. [How Technology can Support Sustainability Initiatives and Reduce Impact on the Environment](#)

7 ESG Today. 2024. [Singapore to Introduce Mandatory Climate Reporting Beginning 2025](#)

8 McKinsey & Company. 2019. [Five ways that ESG creates value](#)

9 Forbes. 2021. [No Time To Waste: Moving From Sustainability Intentions To Action](#)

10 Regulation Asia. 2024. [Navigating the ESG Reporting Landscape in Singapore](#)

11 The Straits Times. 2024. [Firms eye green skills training support, more help from Budget to smoothen Singapore's ESG push](#)

12 Regulation Asia. 2024. [Navigating the ESG Reporting Landscape in Singapore](#)

13 World Economic Forum. 2022. [Why sustainability is crucial for corporate strategy](#)

14 Forbes. 2023. [COP28 Focus: Huge Green Skills Shortage Says LinkedIn Study](#)

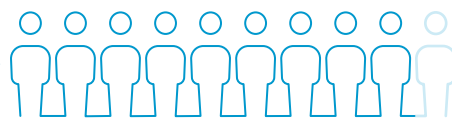
15 The Business Times. 2024. [Singapore companies may be falling behind on green skills development](#)

16 The Straits Times. 2022. [Singapore to equip workers with relevant skills so they can benefit from green economy; Gan Kim Yong](#)

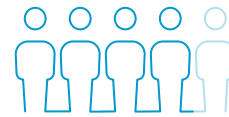
# REPORT OVERVIEW: KEY TRENDS

## Strengthening Business Resilience Through Sustainability

About **9 in 10 business leaders and employees** agree that **integrating sustainability** into their organisation's business strategy **enhances its resilience**.



More than **4 in 5 business leaders and employees** agree that **integrating sustainability** into their organisation's business strategy **provides a competitive advantage** against other organisations in the industry.



### TOP THREE BENEFITS OF INTEGRATING SUSTAINABILITY INTO BUSINESS

45%



Compliance to rules and regulations

40%



Development of sustainable products and services

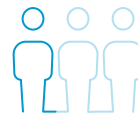
39%



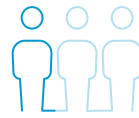
Reduced costs through energy efficiency and waste reduction

# Navigating Challenges in Sustainability Implementation

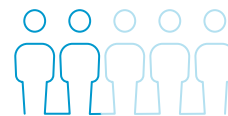
About **1 in 3 business leaders and employees** report that their organisation is in the **implementation stage** of their sustainability journey.



Nearly **1 in 3 employees** are **not confident** of their organisation's ability to **effectively implement sustainability initiatives**.

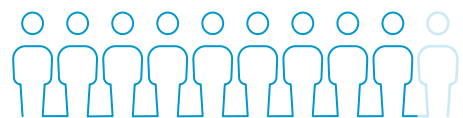


About **2 in 5 business leaders and employees** cite **operational disruptions (46%)** and **unclear sustainability goals (41%)** as key challenges and reasons for the lack of confidence in sustainability implementation.



## Developing Talent for Sustainability: Training, Certifications, and Hiring

About **9 in 10 business leaders and employees** think it is **important** for their workforce to **expand their skill sets** to remain competitive in an **increasingly sustainability-focused world**.



Business leaders perceive that:

88%



**all employees** should undergo **basic training** on sustainability.

86%



their workforce has a **skills gap** in sustainability.

76%



**certifications in sustainability** are important.



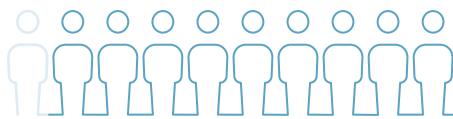
80%

**of business leaders** agree that **hiring new talent is crucial** for advancing their organisation's sustainability goals.

# INTEGRATING SUSTAINABILITY INTO BUSINESS

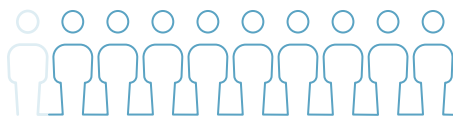
## Sustainability as a Business Imperative

As the global demand for sustainability continues to rise<sup>17</sup>, it has become a fundamental element of future-forward businesses, signifying long-term business viability and playing a critical role in sustaining market resilience<sup>18</sup>. As a result, almost all business leaders (37% very important, 57% somewhat important) believe that integrating sustainability into their overall business strategy is crucial. Moreover, nine in ten employees (21% very important, 69% somewhat important) shared this sentiment. This mirrors the findings from [NTUC LearningHub's Special Report on Sustainability](#) published in 2022, where a majority of business leaders (37% very important, 60% important) held similar views.



More than **9 in 10 business leaders** think it is **important** for their organisation to **integrate sustainability into its overall business strategy**.

**37%** | **57%**  
Very important | Somewhat important

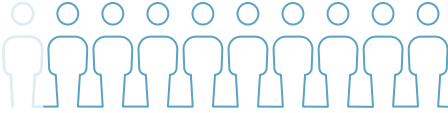


About **9 in 10 employees** think it is **important** for their organisation to **integrate sustainability into its overall business strategy**.

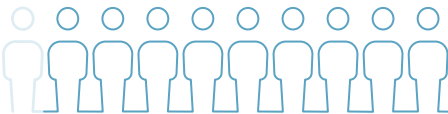
**21%** | **69%**  
Very important | Somewhat important

<sup>17</sup> World Economic Forum. 2022. [Why sustainability is crucial for corporate strategy](#)  
<sup>18</sup> Forbes. 2024. [18 Reasons Why Sustainability Can Be A Strategic Business Advantage](#)

Given that climate change, resource scarcity, and regulatory changes present significant risks to businesses, adopting sustainable practices helps mitigate these threats<sup>19</sup>. As Singapore ramps up efforts to build a more resilient and sustainable city<sup>20</sup>, about nine in ten business leaders (31% strongly agree, 61% somewhat agree) and employees (17% strongly agree, 74% somewhat agree) agree that integrating sustainability into their organisation’s business strategy enhances its resilience.



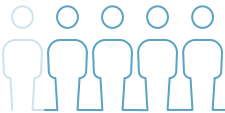
About **9 in 10 business leaders** agree that **integrating sustainability** into their organisation’s business strategy **enhances its resilience**.



About **9 in 10 employees** agree that **integrating sustainability** into their organisation’s business strategy **enhances its resilience**.



As investors prioritise sustainability while consumers demand sustainable products, embracing sustainable practices offers a competitive advantage by attracting environmentally conscious stakeholders, thereby boosting organisations’ reputation and unlocking new opportunities<sup>21</sup>. This view is corroborated by more than four in five business leaders (27% strongly agree, 59% somewhat agree) and employees (17% strongly agree, 70% somewhat agree).



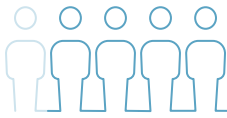
More than **4 in 5 business leaders** agree that **integrating sustainability** into their organisation’s business strategy **provides a competitive advantage** against other organisations in the industry.



19 Medium. 2023. [Why Sustainability is Key to Building a Resilient Business](#)

20 Ministry of Foreign Affairs. 2023. [BUILDING A SUSTAINABLE RESILIENT & INCLUSIVE SINGAPORE](#)

21 World Economic Forum. 2022. [Why sustainability is crucial for corporate strategy](#)



More than **4 in 5 employees** agree that **integrating sustainability** into their organisation's business strategy **provides a competitive advantage** against other organisations in the industry.

**17%** | **70%**  
Strongly agree | Somewhat agree

Consequently, the integration of sustainability into business practice yields several benefits. Business leaders highlight that compliance with rules and regulations (45%), development of sustainable products and services (40%), and cost reduction through energy and waste reduction (39%) are some of the key benefits of integrating sustainability into business. Other benefits include fostering a positive workplace culture by prioritising responsibilities and ethics (37%), and the mitigation of risks, including environmental, social, and product risks (35%).

#### TOP FIVE BENEFITS OF INTEGRATING SUSTAINABILITY INTO BUSINESS ACCORDING TO BUSINESS LEADERS

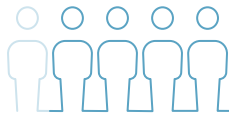
Compliance with rules and regulations	45%
Development of sustainable products and services	40%
Cost reduction through energy efficiency and waste reduction	39%
Fostering a positive workplace culture by prioritising responsibilities and ethics	37%
Mitigation of risks, including environmental, social, and product risks	35%



# Strategic Approaches to Sustainability

Successful transformation is possible through the development of a sustainability development roadmap that clearly outlines the organisation's strategic plan<sup>22</sup> to achieve tangible environmental and financial targets<sup>23</sup>.

Nearly four in five business leaders (25% strongly agree, 58% somewhat agree) agree that their organisation has a clear sustainability roadmap and objectives that align with the Singapore Green Plan 2030, while about seven in ten employees (11% strongly agree, 63% somewhat agree) echo similar sentiments.



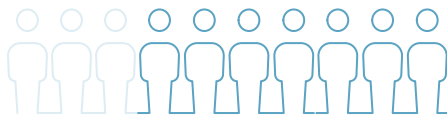
About **4 in 5 business leaders** agree that their organisation has a **clear sustainability roadmap and objectives** that align with the **Singapore Green Plan 2030**.

**25%**

Strongly agree

**58%**

Somewhat agree



About **7 in 10 employees** agree that their organisation has a **clear sustainability roadmap and objectives** that align with the **Singapore Green Plan 2030**.

**11%**

Strongly agree

**63%**

Somewhat agree

The confidence to incorporate sustainability into the core of their business strategy is evident. Over three-quarters of business leaders (83%) report having a clear understanding of how to approach sustainability goals within their organisation. This marks an increase from 2022, when [NTUC LearningHub's Special Report on Sustainability](#) reported that 76% of business leaders felt confident in their understanding of how to approach sustainability strategies in their organisation.



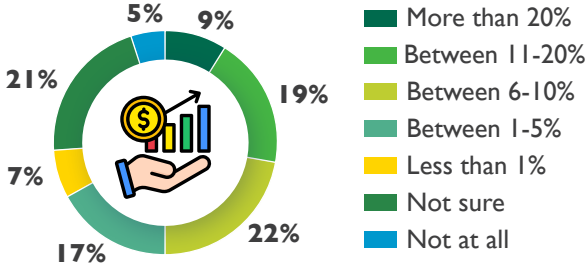
**83%** of business leaders report that they have a **clear understanding of how to approach sustainability goals** in their organisation.

22 SharpCloud. 2023. [How to Create a Sustainability Roadmap: The Ultimate Guide for Sustainability Strategy](#)

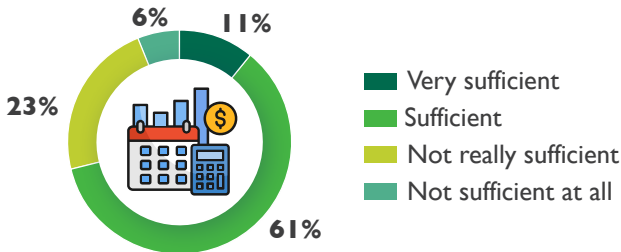
23 Harvard Business Review. 2023. [Connect Your Sustainability Goals to Your Business Performance](#)

While nearly three-quarters of business leaders (74%) indicate that a portion of their organisation’s annual revenue or profit is dedicated to sustainability initiatives, the proportion allocated remains low. Nearly half of business leaders (46%) allocate only 10% or less of their revenue or profit to sustainability initiatives. In addition, almost two-thirds (61%) of business leaders believe that the budget allocated for sustainability practices in their organisation is sufficient, despite the potential for these investments to generate significant value<sup>24</sup>.

From your perspective as a business leader, what percentage of your organisation’s annual revenue or profit is allocated for sustainability initiatives?



From your perspective as a business leader, what do you think of the budget that is allocated for sustainability practices in your organisation?

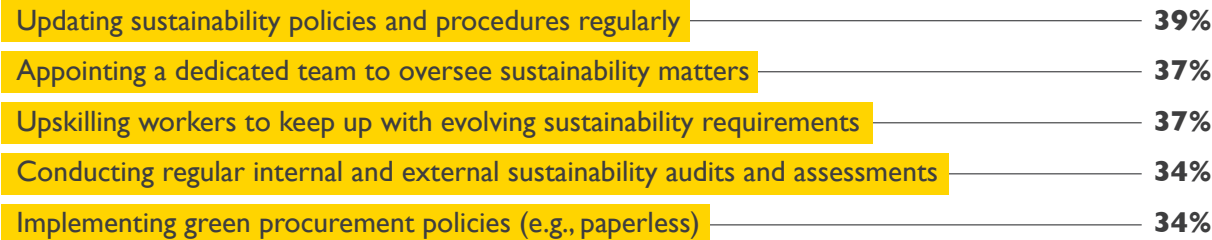


Figures are rounded to the nearest whole numbers

As Singapore strives to become a leading sustainable finance hub, the government and regulatory bodies are intensifying their promotion of ESG initiatives<sup>25</sup>. With sustainability gaining traction, these regulations will continue to evolve<sup>26</sup>.

In line with this, more than a third of business leaders report that updating sustainability policies and procedures regularly (39%), appointing a dedicated team to oversee sustainability matters (37%), and conducting regular internal and external sustainability audits and assessments (34%) will aid in addressing evolving sustainability requirements and ensure compliance. This is accompanied by training workers to keep up with evolving sustainability requirements (37%) and implementing green procurement policies (34%).

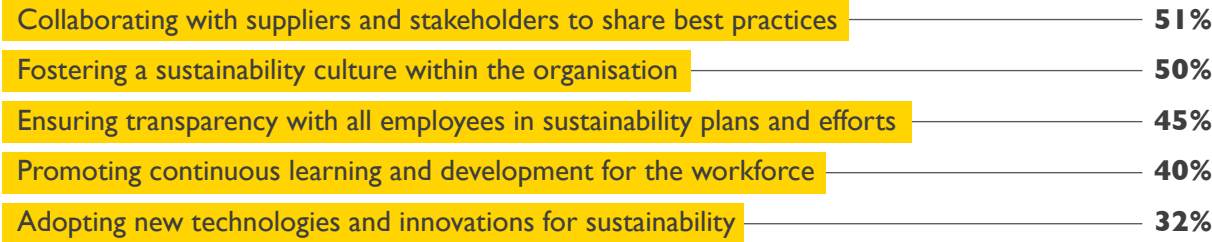
**TOP FIVE WAYS TO ADDRESS EVOLVING SUSTAINABILITY REQUIREMENTS AND ENSURE COMPLIANCE ACCORDING TO BUSINESS LEADERS**



24 McKinsey & Company. 2019. [Five ways that ESG creates value](#)  
 25 Regulation Asia. 2024. [Navigating the ESG Reporting Landscape in Singapore](#)  
 26 Forbes. 2023. [Getting Ahead: A Guide To Complying With New ESG Regulations](#)

Building a sustainable future is a collective effort that brings together resources, expertise, manpower, and strategies<sup>27</sup>. Businesses recognise the value of partnerships in addressing emerging sustainability trends, with half of business leaders (51%) citing forging collaborations with suppliers and stakeholders to share best practices as a key approach. This is closely followed by the emphasis on fostering a sustainability culture within the organisation (50%), ensuring transparency with all employees in sustainability plans and efforts (45%), promoting continuous learning and development for the workforce (40%), and adopting new technologies and innovations for sustainability (32%).

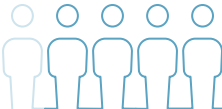
**TOP FIVE WAYS TO ADDRESS EMERGING TRENDS IN SUSTAINABILITY ACCORDING TO BUSINESS LEADERS**



About four in five business leaders (13% strongly agree, 67% somewhat agree) and employees (7% strongly agree, 74% somewhat agree) agree that their organisation fosters a culture of sustainability through regular communication and various initiatives.



About **4 in 5 business leaders** agree that their organisation **fosters a culture of sustainability through regular communication and various initiatives.**



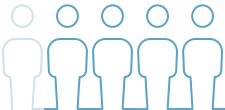
About **4 in 5 employees** agree that their organisation **fosters a culture of sustainability through regular communication and various initiatives.**



27 World Economic Forum. 2023. [Why industry collaboration is necessary for a sustainable future](#)

ESG reporting, on the other hand, plays a vital role in promoting transparency and open communication about sustainability initiatives. It enables organisations to assess their adherence to sustainability goals, enhance their attractiveness to investors, provides transparency to all stakeholders<sup>28</sup>.

About four in five business leaders agree (15% strongly agree, 68% somewhat agree) that their organisation is actively engaged in ESG reporting to communicate sustainability goals and progress. Meanwhile, two in three employees indicate awareness (9% very aware, 60% somewhat aware) of their organisation’s sustainability efforts, which is a potential for increased awareness within the workforce.



About **4 in 5 business leaders** agree that their organisation is **actively engaged in ESG reporting** to communicate sustainability goals and progress.



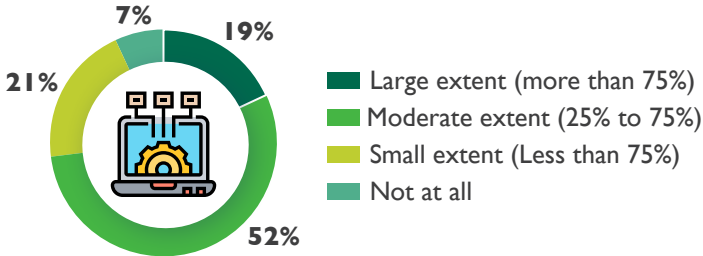
About **2 in 3 employees** report that they **are aware** of their organisation’s sustainability efforts.



One of the common sustainability initiatives that organisations undertake is reducing their resource consumption<sup>29</sup>. Technology serves as a valuable tool to decrease product waste and resource usage while simultaneously increasing productivity, enhancing efficiency and cutting costs, which collectively aid in minimising the environmental impact<sup>30</sup>. Therefore, technology is integral to driving environmental change.

While the majority of business leaders (92%) share that their organisation uses technology to support and drive its sustainability strategies to a certain extent, the proportion of those that use technology to a large extent remains low with less than a quarter of business leaders (19%) doing so.

From your perspective as a business leader, to what extent does your organisation use technology to support and drive its sustainability strategies?



Figures are rounded to the nearest whole numbers

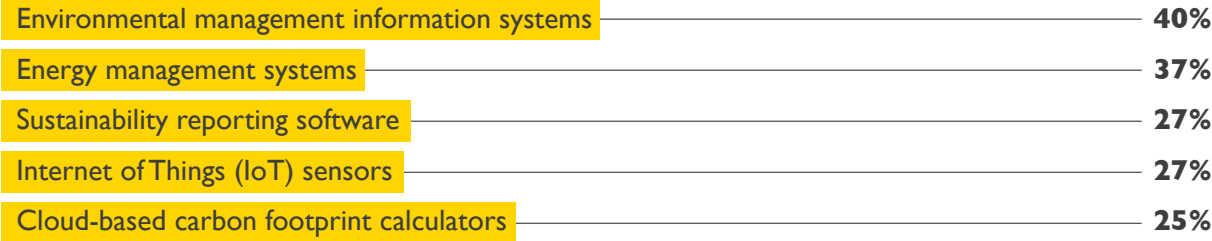
28 AXA. 2023. Sustainability, Corporate Social Responsibility, and Environmental, Social, Governance (ESG) Programs

29 Schneider Electric. 2024. Corporate Progress Toward Net-Zero: A C-level Pulse Check

30 Forbes. 2022. How Technology Can Provide A More Sustainable Future For The Industrial Sector

Business leaders share that environmental management information systems (40%), energy management systems (37%), and sustainability reporting software (27%) are among the top technologies employed to support and drive sustainability strategies. Furthermore, sustainable technologies like IoT sensors (27%) are useful for environmental monitoring<sup>31</sup>. This is followed by cloud-based carbon footprint calculators (25%).

**TOP FIVE TECHNOLOGIES EMPLOYED TO SUPPORT AND DRIVE SUSTAINABILITY STRATEGIES ACCORDING TO BUSINESS LEADERS**



31 Forbes. 2024. [Environmental Monitoring With IoT: Five Essential Steps To Integrate IoT Sensors For Real-Time Monitoring](#)



# Dr Allinnettes Adigue

## Director, ASEAN Network

### Global Reporting Initiative (GRI)

Sustainability has become a critical concern for businesses worldwide, as many organisations face significant hurdles in their sustainability journey. These challenges often stem from a lack of awareness about the importance of sustainability and its integration into business strategies, coupled with difficulties in accurately reporting sustainability performance. Additionally, the complexity of sustainability issues, the ever-evolving regulatory landscape, and the perceived trade-offs between short-term financial gains and long-term sustainability goals further complicate organisations' efforts.

GRI ASEAN Network plays a pivotal role in helping organisations navigate these challenges, offering capacity building and training to educate companies on the broader importance of sustainability and how to effectively implement sustainability strategies. Beyond that, we also educate organisations on the use of GRI Standards, a free resource that provides a comprehensive standard for sustainability reporting, helping organisations understand the impact and manage their performance in relation to economic, environmental, and social dimensions.

From the perspective of GRI Standards, organisations can embark on their sustainability journey by first understanding material topics and actively engaging stakeholders. This involves identifying and prioritising the most significant ESG issues relevant to both the organisation and its stakeholders. Early engagement with stakeholders also provides crucial insights into their expectations and concerns, ensuring that the sustainability goals set are not only aligned with the organisation's mission but are also meaningful in driving long-term value creation.

With these foundations in place, organisations can move forward to set clear goals and objectives that are both measurable and in line with their mission and core values. This step subsequently lays the groundwork for developing a comprehensive sustainability strategy that aligns with broader business goals. This ensures that sustainability becomes a fundamental aspect of organisational culture, guiding decision-making and behaviour at all levels. Starting at the board level, making sustainability a permanent agenda item ensures it is embedded within the company's long-term business and risk management strategy. This approach sets the tone for the entire organisation, influencing how decisions are made, and fostering a corporate culture with a deep commitment to sustainability throughout the organisation.

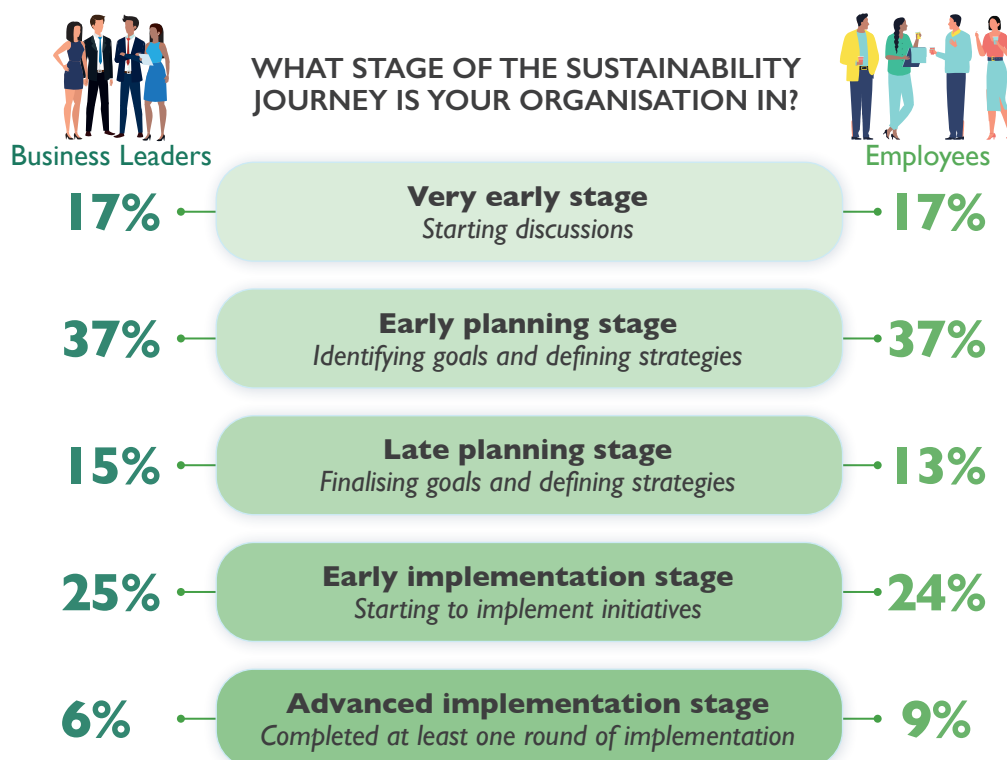
To support this commitment, it is important to establish governance and accountability structures by assigning clear responsibility for sustainability within the organisation. Additionally, implementing robust data collection and management systems, enhanced by technology, plays a key role in tracking and analysing sustainability performance. These systems enable real-time monitoring of key metrics such as energy use, waste management, and emissions, ensuring alignment with global standards. This approach not only helps organisations track their progress but also reinforces transparency and builds trust with stakeholders.

Finally, sustaining these efforts requires consistent monitoring and transparent reporting. Regularly tracking performance against established goals allows organisations to assess their impact, communicate achievements, and address challenges proactively. This continuous loop of evaluation and reporting not only strengthens accountability but also solidifies the organisation's commitment to long-term sustainability, ultimately contributing to its enduring success.

# IMPLEMENTING SUSTAINABILITY ACROSS THE ORGANISATION

## Current State of Sustainability in Business

Business leaders acknowledge the importance of sustainability but face challenges in implementing sustainability strategies<sup>32</sup>. Only 6% of business leaders report that their organisation has achieved an advanced level of implementation, which has declined, in comparison to 14% in [NTUC LearningHub's 2022 Special Report on Sustainability](#). These findings suggest that sustainability commitments do not have the same rigour as other business objectives<sup>33</sup> and more needs to be done to accelerate the rate of implementation.



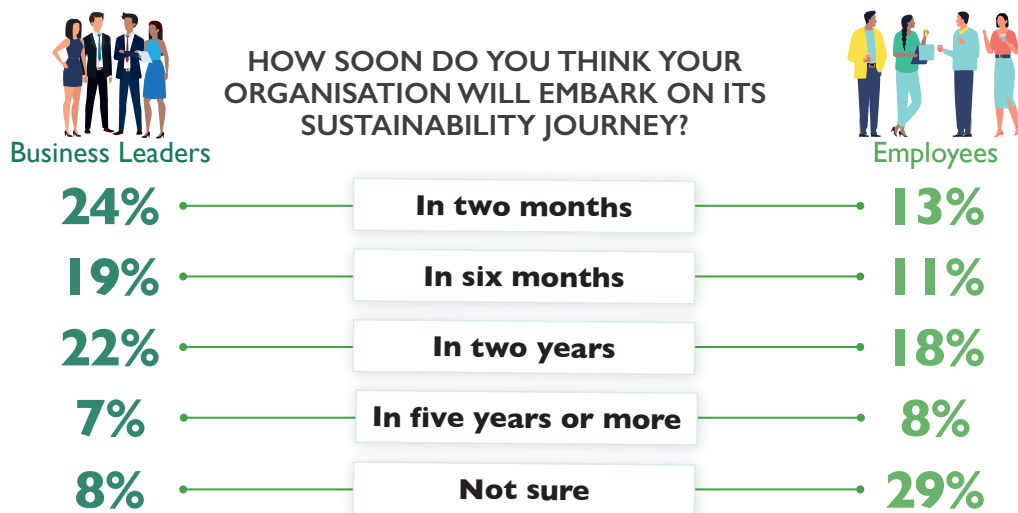
32 World Economic Forum. 2022. [Why sustainability is crucial for corporate strategy](#)

33 Arthur D. Little. 2022. [Overcoming the challenges to sustainability](#)



Despite that, the intention to implement sustainability initiatives in organisations have increased. According to [NTUC LearningHub's 2022 Special Report on Sustainability](#), two-thirds of business leaders (66%) reported that their organisation will begin its sustainability journey within the next five years or more, which has now increased to 72%.

However, nearly a third of employees (29%) are uncertain about when their organisation will begin its sustainability journey, whereas only 8% of business leaders share this same sentiment. Given that two-thirds of employees have earlier reported awareness of their organisation's sustainability efforts, the uncertainty surrounding their organisation's sustainability journey may be attributed to the lack of awareness among the remaining employees.



There are various factors driving sustainability efforts and initiatives, including heightened demand for sustainable products among consumers<sup>34</sup> and climate-related risks<sup>35</sup>. Half of business leaders (54%) cite responding to market demand as the primary driver for advancing sustainability initiatives. This is followed by achieving cost savings (49%), and managing risks (43%).

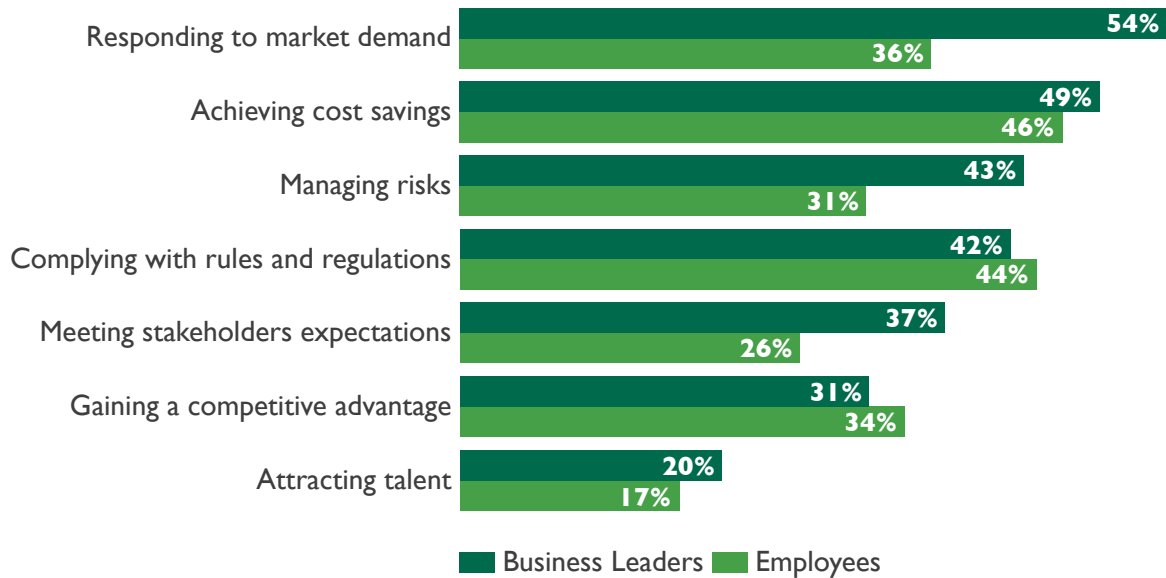
34 IBM. N.d. [The demand for more sustainable brands is growing](#)

35 Schneider Electric. 2024. [Corporate Progress Toward Net-Zero: A C-level Pulse Check](#)



On the other hand, employees identify achieving cost savings (46%) alongside complying with rules and regulations (44%) and responding to market demand (36%) among the top motivators driving sustainability initiatives. This disconnect between business leaders and employees might stem from a lack of an inclusive culture, where organisations do not effectively engage employees in their sustainability plans, leaving them uninformed<sup>36</sup>.

### TOP MOTIVATORS FOR IMPLEMENTING SUSTAINABILITY INITIATIVES



ESG consists of three pillars, namely environmental, social, and governance. While the environmental criteria focus on how the organisation impacts and is impacted by the environment, the social criteria pertain to the organisation’s relationships and reputation. Governance, on the other hand, refers to the internal practices, controls, and procedures the organisation implements<sup>37</sup>. However, these three elements are often intertwined<sup>38</sup>.

Both business leaders and employees corroborate that their organisation allocates its focus equally across environmental (38% business leaders, 35% employees), social (32% business leaders, 32% employees), and governance (30% business leaders, 33% employees) practices.



36 Forbes. 2023. [How Leaders Can Help Employees Make Greener Choices](#)

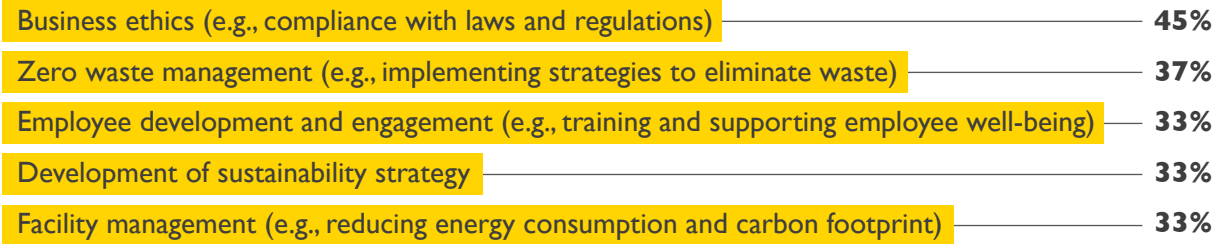
37 McKinsey & Company. 2019. [Five ways that ESG creates value](#)

38 McKinsey & Company. 2019. [Five ways that ESG creates value](#)

With the focus on compliance with governmental laws and regulations, nearly half of business leaders identify business ethics (45%) as a primary area of sustainability within their organisation. This is complemented by initiatives in zero waste management (37%) and facility management (33%), that will facilitate the conversion of resources through responsible consumption, reuse, and recovery of products without harming the environment<sup>39</sup>.

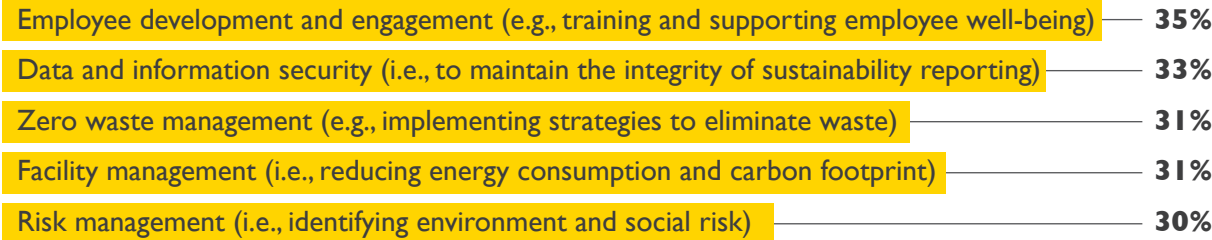
Given that the social pillar of ESG promotes the treatment of stakeholders, including employees<sup>40</sup>, business leaders also prioritise employee development and engagement (33%) in addition to developing sustainability strategies (33%).

**TOP FIVE SUSTAINABILITY AREAS IMPLEMENTED IN THE ORGANISATION ACCORDING TO BUSINESS LEADERS**



On the other hand, employees highlight staff development and engagement (35%) as the leading sustainability area implemented within their organisations. Employees also identify data and information security (33%), zero waste management (31%), facility management (31%), and risk management (30%) as key areas of sustainability.

**TOP FIVE SUSTAINABILITY AREAS IMPLEMENTED IN THE ORGANISATION ACCORDING TO EMPLOYEES**

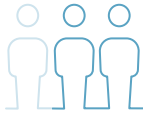


39 EPA. 2024. [Managing and Transforming Waste Streams – A Tool for Communities](#)

40 AXA. 2023. [Sustainability, Corporate Social Responsibility, and Environmental, Social, Governance \(ESG\) Programs](#)

Almost two in three employees (6% very confident, 61% somewhat confident) express confidence in their organisation’s ability to effectively implement sustainability initiatives. This confidence may be linked to their organisation’s balanced focus on all three pillars of ESG.

They point to their organisation’s ability to comply with all relevant rules and regulations (38%), provide strong internal support for sustainability initiatives (32%), establish clear sustainability goals (31%), and align sustainability strategies with national and global standards (31%) as key factors. Additionally, collaboration with external partners to enhance sustainability efforts (30%) is another reason for their confidence.



About **2 in 3 employees** are confident of their organisation’s ability to **effectively implement sustainability initiatives**.

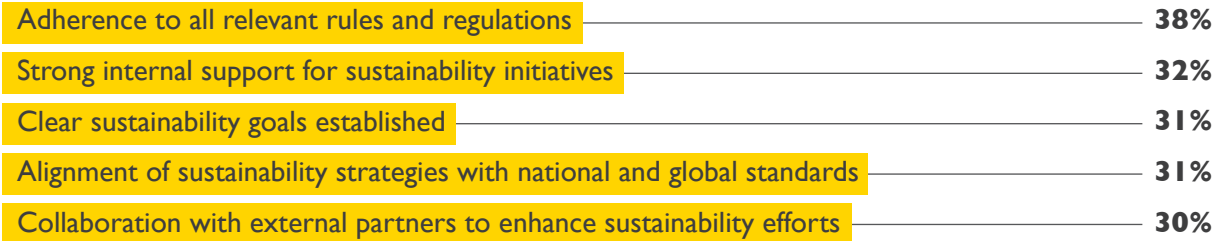
**6%**

Very confident

**61%**

Somewhat confident

**TOP FIVE REASONS FOR EMPLOYEE CONFIDENCE**

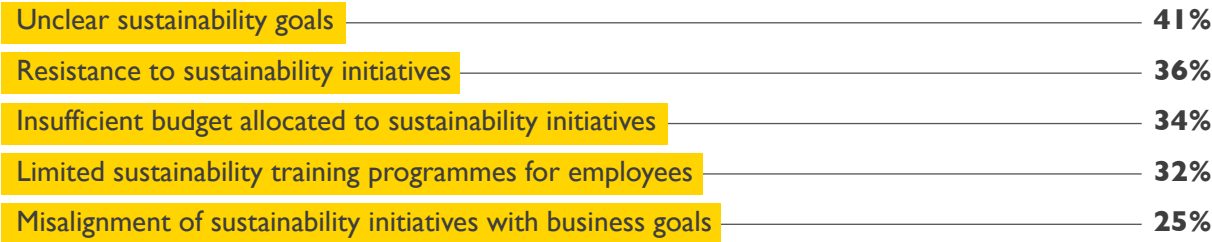


ESG reporting helps in setting clear goals and objectives<sup>41</sup>. However, the reported lower employee awareness of their organisation’s sustainability plans despite business leaders’ belief in active ESG reporting, may explain why those lacking confidence point to unclear sustainability goals (41%) as a key reason. They also highlight resistance to sustainability initiatives (36%) and the misalignment of sustainability initiatives with business goals (25%).

41 Forbes. 2024. [A New Era Of Transparency: How Mandatory ESG Reporting Will Reshape Business](#)

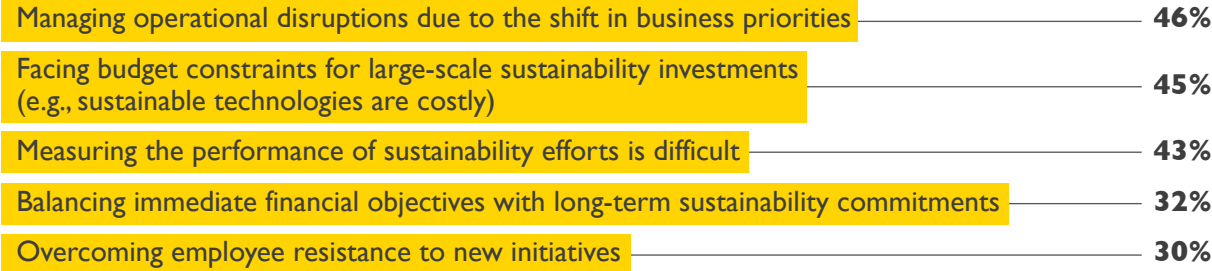
As Singapore businesses struggle with limited budgets and a shortage of specialised talent while integrating sustainability into their strategies<sup>42</sup>, around a third of employees cite insufficient budget allocated to sustainability initiatives (34%) and limited sustainability training programmes for employees (32%) as other reasons for their lack of confidence.

**TOP FIVE REASONS FOR THE LACK OF CONFIDENCE AMONG EMPLOYEES**



Business leaders also grapple with their own set of challenges when adopting sustainability practices. Since sustainability is often not initially embedded into business processes designed in a pre-sustainability era<sup>43</sup>, business leaders identify operational disruptions (46%) as a key challenge. This is in addition to facing budget constraints for large-scale sustainability investments (45%), difficulties in measuring the performance of sustainability efforts (43%), and balancing immediate financial objectives with long-term sustainability commitments (32%). Due to unfamiliarity and the perceived inconvenience over changes in work routines associated with sustainability implementation<sup>44</sup>, they also highlight employee resistance to new initiatives (30%).

**TOP FIVE CHALLENGES OF IMPLEMENTING SUSTAINABILITY INITIATIVES ACCORDING TO BUSINESS LEADERS**



42 The Business Times. 2022. [Singapore firms blame lack of budget, talent for sustainability struggles: report](#)

43 Harvard Business Review. 2022. [How Sustainability Efforts Fall Apart](#)

44 One More Tree Foundation. 2024. [Employee Engagement for Environmental Impact. Green Corporate Culture](#)

# Accountability in Sustainability Efforts

These challenges underscore the pressing need for strong, accountable leadership, such as a chief sustainability officer and an environment or sustainability manager to empower organisations to take proactive and strategic action. These roles are essential in ensuring accountability and driving measurable impact to maximise the value of sustainability initiatives<sup>45</sup>.

This view is shared by business leaders who believe that the primary responsibility for overseeing an organisation’s sustainability strategies should lie with the C-suite management team (36%), the chief sustainability officer (19%), and the board of directors (17%). These findings are consistent with [NTUC LearningHub’s 2022 Special Report on Sustainability](#), where C-suite management was also viewed as having the main responsibility (39%).



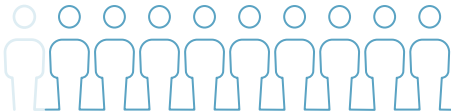
However, unlike the 2022 report where nearly three out of five business leaders (59%) saw the strategy team as responsible for implementing sustainability initiatives, business leaders now believe that this responsibility rests primarily with a dedicated sustainability committee (45%), followed by the strategy team (41%), and operations (39%). The change could be a result of the perception that a dedicated team responsible for shaping the overall sustainability strategy will have the authority to track the organisation’s progress while maintaining a comprehensive view of the organisation’s performance<sup>46</sup>.



45 CSR Wire. 2023. [Truly Sustainable Businesses Gain a Competitive Advantage](#)

46 McKinsey & Company. 2021. [Unleashing sustainability success starts with your team](#)

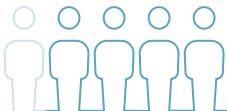
While accountable leadership is essential, advancing business sustainability is a collective effort that demands the full commitment of the entire organisation<sup>47</sup>. More than nine in ten employees agree (29% strongly agree, 64% somewhat agree) that all employees have a role to play in contributing to their organisation's sustainability goals.



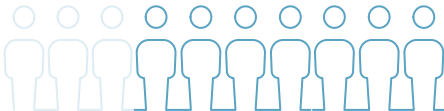
More than **9 in 10 employees** agree that **all employees have a role to play** in contributing to their organisation's sustainability goals.



This underlines the need for leaders to clearly communicate that sustainability is a priority. About four in five business leaders (17% strongly agree, 63% somewhat agree) agree that they have clearly communicated how all employees can contribute towards the organisation's sustainability goals, while more than seven in ten employees (13% strongly agree, 64% somewhat agree) agree that they have a clear understanding of how they can contribute to their organisation's sustainability goals in their capacity as an employee.



About **4 in 5 business leaders** agree that their organisation has **clearly communicated how all employees can contribute** towards the organisation's sustainability goals.



More than **7 in 10 employees** agree that they have a **clear understanding of how they can contribute to their organisation's sustainability goals in their capacity as an employee.**

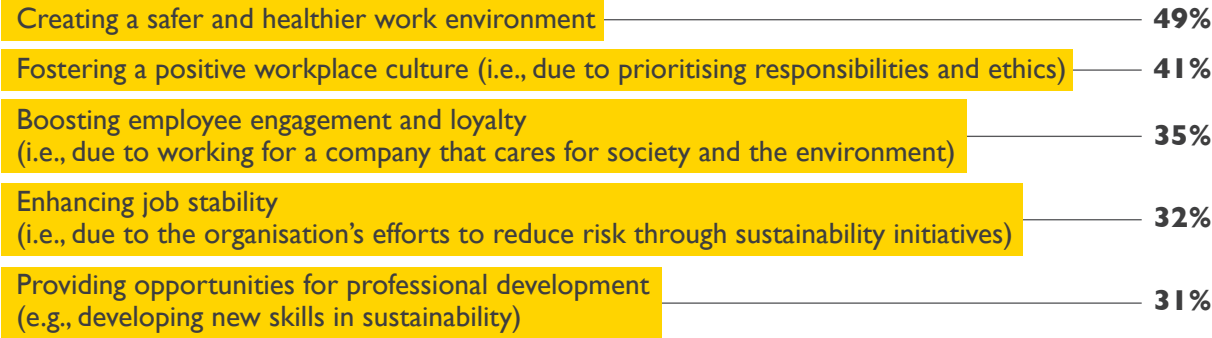


47 Forbes. 2023. [Why The CIO Is Key To Driving Business Sustainability](#)

Adopting sustainable practices helps create a safer workplace<sup>48</sup>. Employees are increasingly drawn to job opportunities with environmentally conscious organisations<sup>49</sup>.

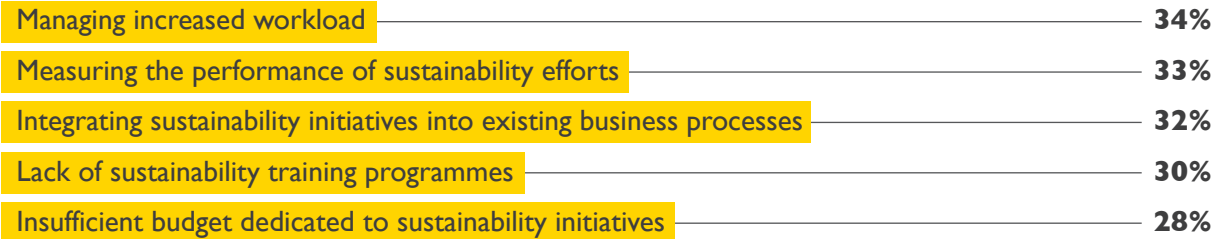
Thus, employees list the creation of a safer and healthier work environment (49%), fostering a positive workplace culture (41%), boosting employee engagement and loyalty (35%), enhancing job stability (32%), and providing opportunities for professional development (31%) among the key benefits of implementing sustainability initiatives.

**TOP FIVE BENEFITS TO EMPLOYEES WHEN IMPLEMENTING SUSTAINABILITY INITIATIVES**



While employees can gain from participating in sustainability initiatives, they also encounter challenges. They report difficulties in managing increased workload (34%) and measuring the performance of sustainability efforts (33%). Since sustainability is often not incorporated into business processes<sup>50</sup>, employees also struggle with integrating sustainability initiatives into existing business processes (32%). Additionally, lack of sustainability training programmes (30%) and insufficient budget allocation to sustainability initiatives (28%) also pose as barriers to the implementation of sustainability initiatives.

**TOP FIVE CHALLENGES FACED BY EMPLOYEES WHEN IMPLEMENTING SUSTAINABILITY INITIATIVES**



48 ISHN. 2023. [Sustainability and workplace safety — are they related?](#)

49 Forbes. 2023. [The Benefits Of Going Green For Businesses](#)

50 Harvard Business Review. 2022. [How Sustainability Efforts Fall Apart](#)



# Nikos Avlonas

## President

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Center for Sustainability and Excellence (CSE)

As a global leader in certifying sustainability professionals and providing specialised consulting services, Center for Sustainability and Excellence (CSE) has worked with leading organisations worldwide, offering comprehensive solutions in sustainability — from strategy development and sustainability reporting to carbon emission reduction. Over the past 20 years, our experience has shown that the most critical drivers for successful sustainability initiatives are a thorough understanding of sustainability among board members and a strong commitment from C-Suite Executives. When these drivers are present, coupled with the allocation of appropriate resources, the success of sustainability initiatives becomes a matter of time. This combination of informed leadership and dedicated resources lays the foundation for integrating sustainability into the core strategy of an organisation, ensuring long-term value creation and resilience.

Building on this understanding, true leadership in sustainability is demonstrated when sustainability is systematically integrated into the core of the organisation. This involves setting specific sustainability goals and priorities for each department, supported by appropriate incentives such as bonuses and recognition programmes, and consistently tracking progress through key performance indicators (KPIs). Although many organisations claim to be leaders in their fields, their commitment to sustainability often falls short when examined against these criteria.

This shortfall is further compounded by one of the most significant challenges we frequently observe — the need for C-Suite Executives to fully grasp sustainability not just as a compliance requirement or a series of ad hoc initiatives, but as a fundamental investment opportunity. The issue lies in shifting the mindset from viewing sustainability as merely a means to obtain certificates or as isolated projects, to recognising it as a comprehensive, long-term strategy. Once there is a strong commitment from the top to embed sustainability into the core business model, the complexities associated with sustainability become far more manageable. This perspective underscores the crucial importance of executive buy-in and a strategic approach to sustainability, which are essential for driving meaningful and lasting change within an organisation.

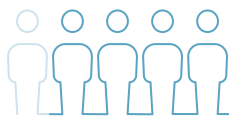
To fully realise the benefits of an approach, it is essential to build a strong culture of sustainability throughout the organisation. This requires mandatory and continuous training for board members, C-Suite Executives, and all employees, ensuring that everyone in the organisation understands the importance of sustainability and their role in achieving it. To translate this knowledge into action, creating a Sustainability Task Force can help establish a common understanding of sustainability and raise awareness among executives while fostering cross-collaboration to develop solutions for key sustainability challenges. Collectively, these efforts will not only deepen the organisation's commitment to sustainability but also ensure the successful implementation of sustainability strategies.



# SUPPORTING SUSTAINABILITY INITIATIVES THROUGH SKILLS DEVELOPMENT

## Sentiments on Current Workforce Competencies

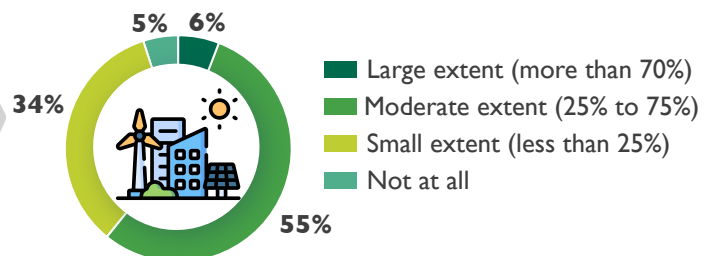
The growth of the green economy results in a demand for professionals with green skills<sup>51</sup>. However, despite the surge in sustainability hiring, there is a shortage of talent<sup>52</sup>. This is reinforced by more than four in five business leaders (15% strongly agree, 71% somewhat agree) who agree that there is a gap in expertise and skill sets around sustainability in their organisation.



More than **4 in 5 business leaders** agree that there is a **gap in expertise and skill sets around sustainability** in their organisation.

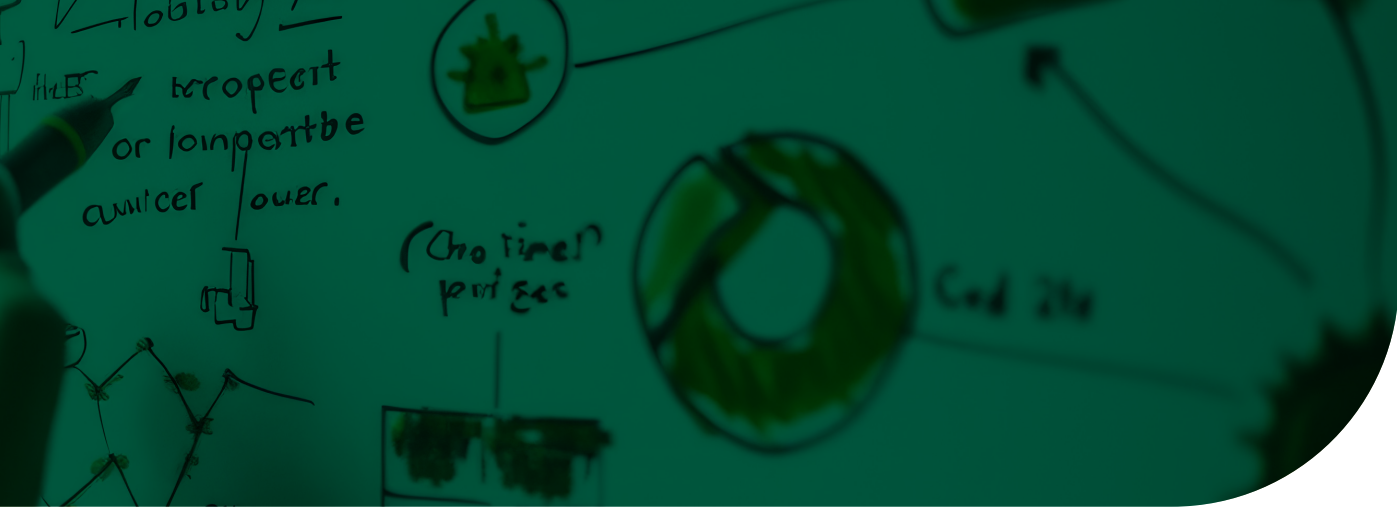
**15%** | **71%**  
Strongly agree | Somewhat agree

To what extent do you, as an employee, possess the knowledge and skills necessary to understand and implement sustainability initiatives in the workplace?

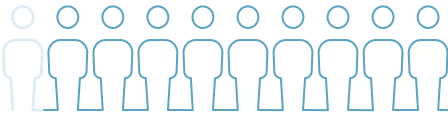


51 SkillsFuture Singapore. 2023. [Skills Demand for the Future Economy 2023/24](#)

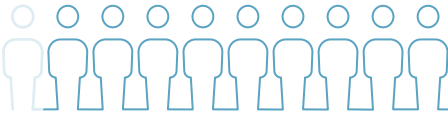
52 The Business Times. 2023. [Addressing the green talent shortage](#)



This poses as a challenge as it is crucial for organisations to possess a skilled workforce to successfully implement sustainability strategies and ensure their competitiveness<sup>53</sup>. Therefore, about nine in ten business leaders (21% very important, 69% somewhat important) and employees (16% very important, 75% somewhat important) acknowledge the importance of their workforce expanding their skill sets to remain competitive in an increasingly sustainability-focused world.



About **9 in 10 business leaders** think it is **important** for their workforce to **expand their skill sets** to remain competitive in an **increasingly sustainability-focused world**.

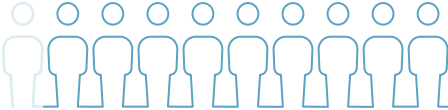


About **9 in 10 employees** think it is **important** for them to **expand their skill sets** to remain competitive in an **increasingly sustainability-focused world**.

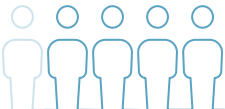


53 The Business Times. 2023. [Addressing the green talent shortage](#)

This underscores the need for organisations to educate, engage, and empower their employees<sup>54</sup>. While almost nine in ten business leaders (21% strongly agree, 67% somewhat agree) agree all employees, regardless of their job roles, should undergo basic training on sustainability, most employees (17% very open, 64% somewhat open) are also open to attending basic training on sustainability.



Nearly **9 in 10 business leaders** agree **all employees**, regardless of their job roles, should undergo **basic training on sustainability**.

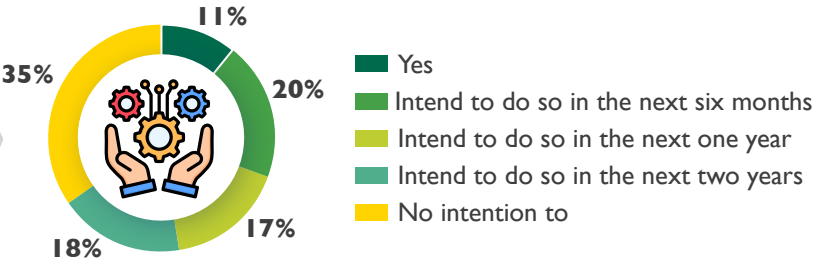


About **4 in 5 employees** are open to attending **basic training on sustainability**.



Despite both groups' acknowledgment on the value of training, actual participation is low with only 11% employees voicing that they have attended sustainability-related training in the past year.

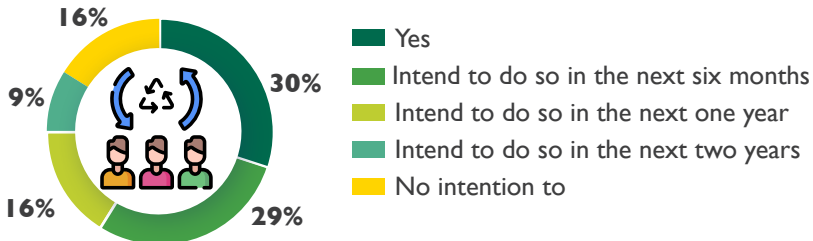
As an employee, have you attended any sustainability-related training in the past year?



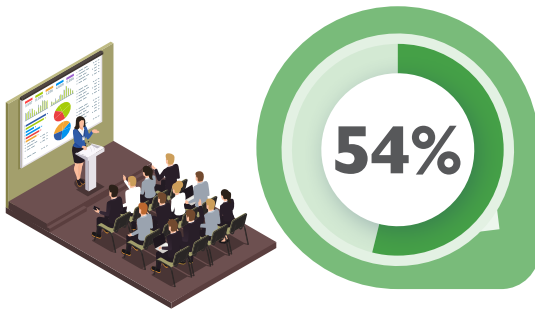
Figures are rounded to the nearest whole numbers

While almost a third of business leaders (30%) report having sent their employees for training, almost half of employees (46%) are unaware of sustainability-related training programmes available in the market, which may explain the low take up rate for training.

As a business leader, have you sent your employees for any sustainability-related training in the past year?



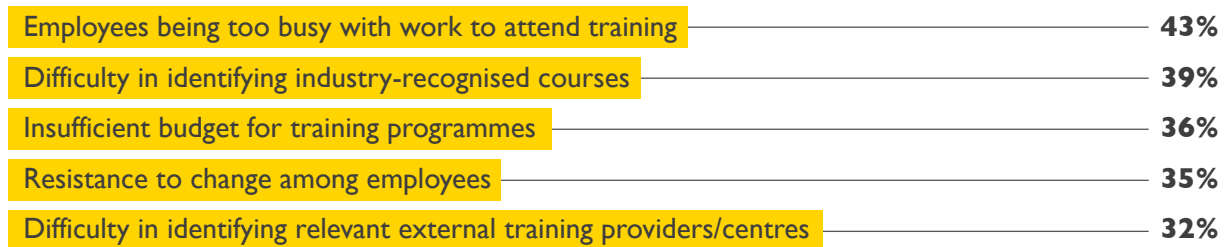
54 Deloitte. 2023. [Engaged employees are asking their leaders to take climate action](#)



**54%** of employees are aware of sustainability-related training programmes available in the market.

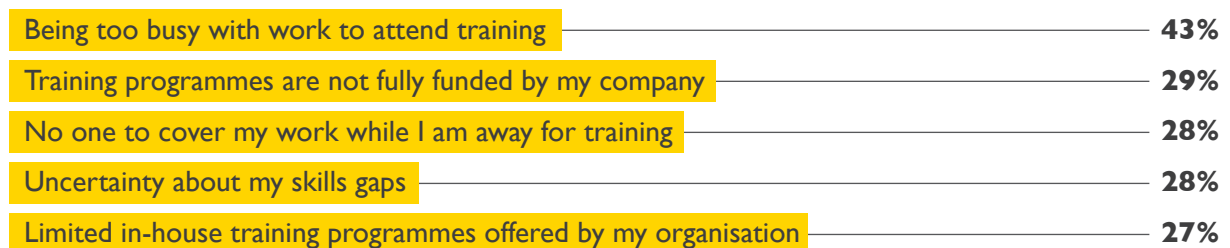
However, both groups voice concerns over training on sustainability. Business leaders highlight the issues of employees being too busy with work to attend training (43%), identifying industry-recognised courses (39%), insufficient budget for training programmes (36%), resistance to change among employees (35%), and identifying relevant external training providers or centres (32%).

### TOP FIVE CHALLENGES FACED BY BUSINESS LEADERS WHEN SENDING EMPLOYEES FOR TRAINING ON SUSTAINABILITY

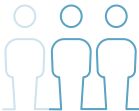


Likewise, employees point to being too busy with work to attend training (43%), training programmes not being fully funded by their companies (29%), the inability to find a covering officer while they are away on training (28%), alongside uncertainty about their skills gaps (28%) as major obstacles to participating in training. Besides employees' lack of awareness about training programmes in the market, the limited availability of in-house training programmes offered by their organisation (27%) also hinders employees from attending relevant training.

### TOP FIVE CHALLENGES FACED BY EMPLOYEES WHEN ATTENDING TRAINING ON SUSTAINABILITY



However, more organisations are dedicated to overcoming these barriers by investing in sustainability training<sup>55</sup>. This commitment is reflected in nearly two in three business leaders (13% strongly agree, 63% somewhat agree) who acknowledge that their organisation has boosted investment in sustainability-related training programmes in the past year. About seven in ten employees (9% strongly agree, 61% somewhat agree) also confirm that their organisation supports their professional development in sustainability.



About **2 in 3 business leaders** agree that their organisation has **increased its investment in sustainability-related training programmes** in the past year.

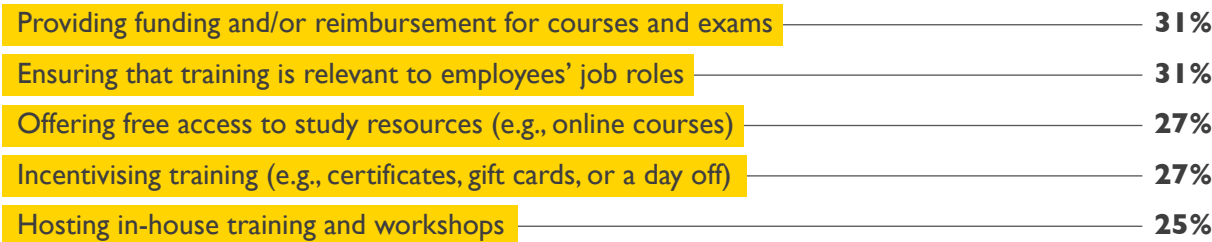


About **7 in 10 employees** agree that their organisation **supports their professional development** in sustainability.



This is evident from the increased support for employees. Employees report that their organisations provide funding or reimbursement for courses and exams (31%), ensure that training aligns with their job roles (31%), offer free access to study resources (27%), incentivise training (27%), and host in-house training and workshops (25%).

**TOP FIVE WAYS THE ORGANISATION ENCOURAGES SUSTAINABILITY TRAINING PARTICIPATION ACCORDING TO EMPLOYEES**

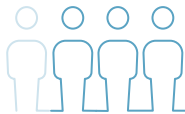


55 Deloitte. 2023. [Engaged employees are asking their leaders to take climate action](#)

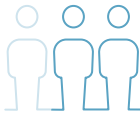
# Building Expertise through Certifications and Hiring

As green job opportunities expand, the local workforce must be equipped with both sector-specific, function-specific, and transferable green skills to transition into these roles<sup>56</sup>. While basic training is important, industry-recognised certifications are invaluable in equipping learners with the specific skills needed for new job roles<sup>57</sup>. These certifications also demonstrate an individual's skills to employers, as well as their commitment to improve their expertise<sup>58</sup>.

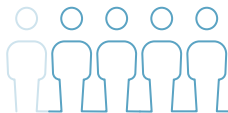
Both groups of respondents agree with this view as almost three in four business leaders (19% very important, 57% somewhat important) and two in three employees (12% very important, 54% somewhat important) think it is important for employees to obtain certifications in sustainability. Moreover, about four in five business leaders (21% strongly agree, 59% somewhat agree) agree that it is necessary for employees to obtain certifications in sustainability to meet industry requirements and standards.



About **3 in 4 business leaders** think it is **important** for employees to obtain **certifications in sustainability**.



About **2 in 3 employees** think it is **important** for themselves to obtain **certifications in sustainability**.



About **4 in 5 business leaders** agree that it is necessary for **employees to obtain certifications in sustainability** to meet industry requirements and standards.



56 The Straits Times. 2023. [Want a green job? Opportunities growing, but broad range of skills may be needed](#)

57 Forbes. 2022. [New Coursera Survey: Industry Certificates Hold Strong Appeal For College Students And Employers](#)

58 Forbes. 2019. [How To Find Certifications That Can Help You Grow In Your Career](#)

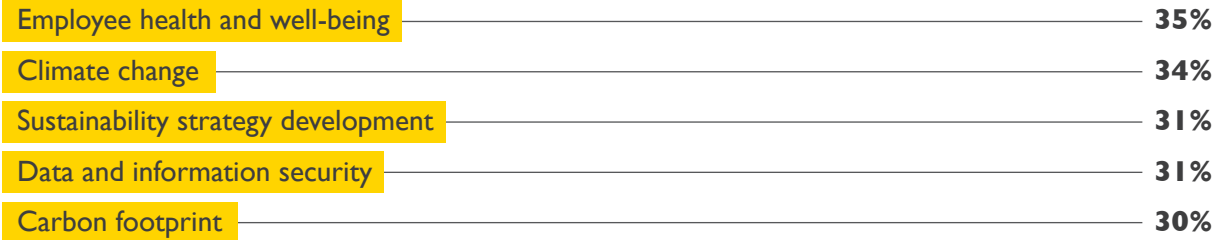
Due to the heightened emphasis on ESG performance<sup>59</sup>, business leaders note employee health and well-being (37%), sustainability strategy development (36%), sustainable procurement (33%), climate change (29%), and carbon footprint (28%) among the top training areas of sustainability.

**TOP FIVE TRAINING AREAS OF SUSTAINABILITY ACCORDING TO BUSINESS LEADERS**

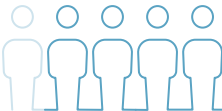


Similarly, employees highlight employee health and well-being (35%), climate change (34%), sustainability strategy development (31%) and carbon footprint (30%) as the leading sustainability training areas. This is accompanied by data and information security (31%) to strengthen cybersecurity, which in turn supports sustainability development and reporting<sup>60</sup>.

**TOP FIVE TRAINING AREAS OF SUSTAINABILITY ACCORDING TO EMPLOYEES**



Since the presence of industry-recognised certifications can positively impact hiring decisions<sup>61</sup>, about four in five business leaders (13% very likely, 66% somewhat likely) are likely to hire candidates who are not in the sustainability industry but have a certified qualification.



About **4 in 5 business leaders** are likely to **hire candidates** who are not in the sustainability industry but **have a certified qualification**.

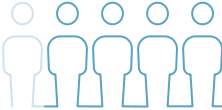


59 AXA. 2023. Sustainability, Corporate Social Responsibility, and Environmental, Social, Governance (ESG) Programs

60 Forbes. 2022. Sustainability and Cybersecurity: The Unexpected Dynamic Duo of the Energy Transition

61 Forbes. 2022. New Coursera Survey: Industry Certificates Hold Strong Appeal For College Students And Employers

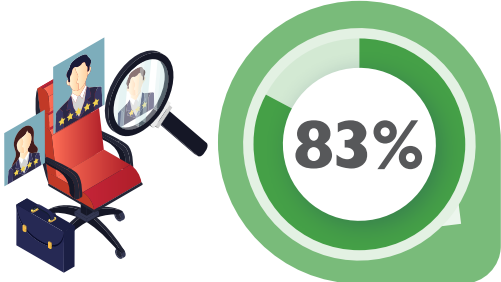
As organisations restructure to support the shift towards a greener economy, new jobs and skills are needed to meet new regulatory requirements and implement sustainability technologies<sup>62</sup>. As a result, more than four in five business leaders (17% strongly agree, 68% somewhat agree) agree that hiring new talent is crucial for advancing the organisation’s sustainability goals.



More than **4 in 5 business leaders** agree that **hiring new talent is crucial** for advancing their organisation’s sustainability goals.



Given the growing demand for sustainability jobs<sup>63</sup>, 83% of business leaders intend to hire new talent to fill sustainability-related job roles, marking an increase from the reported 77% in [NTUC LearningHub’s 2022 Special Report on Sustainability](#). The most sought-after sustainability-related job roles include health, safety, and environmental officer (27%), sustainability specialist (24%), environmental compliance officer (23%), energy systems engineer (23%), and sustainability data analyst (23%).



**83%** of business leaders are looking to hire new talent to fill sustainability-related job roles.

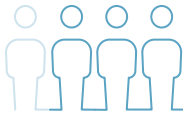
**TOP FIVE SUSTAINABILITY-RELATED JOB ROLES COVETED BY BUSINESS LEADERS**

Health, safety and environmental officer	27%
Sustainability specialist	24%
Environmental compliance officer	23%
Energy systems engineer	23%
Sustainability data analyst	23%

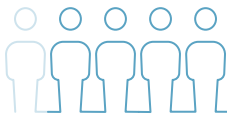
62 SkillsFuture Singapore. 2022. [The Green Economy Explained:Trends, Skills & Jobs You Need to Know About](#)  
 63 The Straits Times. 2024. [A lot of job opportunities in sustainability space: Tan See Leng](#)



Employees share similar sentiments as business leaders regarding certifications. About three in four employees (11% strongly agree, 67% somewhat agree) agree that a certification in sustainability would enhance their career prospects with more than four in five employees (13% strongly agree, 71% somewhat agree) agreeing that adding sustainability skills to their existing technical abilities would significantly improve their career prospects.



About **3 in 4 employees** agree that a **certification in sustainability** would enhance their **career prospects**.

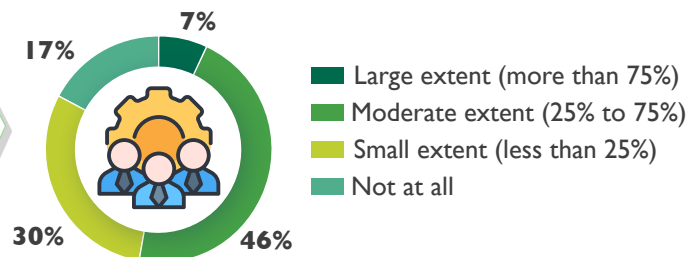


More than **4 in 5 employees** agree that **adding sustainability skills** to their existing technical abilities would **significantly improve their career prospects**.

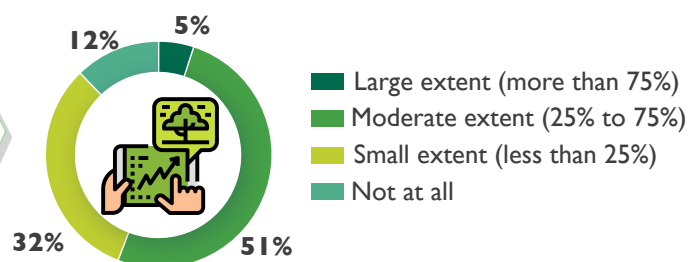


With over four in five employees reporting that their current job role involves responsibilities related to sustainability (83%) and are considering transitioning into a role solely focused on sustainability (88%), obtaining industry-recognised certifications is more essential than ever.

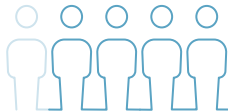
To what extent does your current job role involve responsibilities related to sustainability?



To what extent are you considering transitioning into a role solely focused on sustainability?

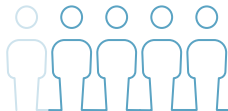


Sustainability skills, such as ESG, are highly applicable and transferable across sectors and job functions<sup>64</sup>. In fact, nearly four in five business leaders (20% strongly agree, 63% somewhat agree) and employees (11% strongly agree, 76% somewhat agree) agree that sustainability skills are transferable across different job roles and industries.



About **4 in 5 business leaders** agree that **sustainability skills are transferable** across different job roles and industries.

**20%** | **63%**  
Strongly agree | Somewhat agree



More than **4 in 5 employees** agree that **sustainability skills are transferable** across different job roles and industries.

**11%** | **76%**  
Strongly agree | Somewhat agree

Business leaders share that climate change sustainability (30%) is the top sustainability-related skills that they look for. This is followed by environmental management system framework or policy (29%), risk management (29%), sustainability risk and impact assessment (29%), and ESG (28%).

**TOP FIVE SUSTAINABILITY-RELATED SKILLS COVETED BY BUSINESS LEADERS**

Climate change sustainability	30%
Environmental management system framework/policy	29%
Risk management	29%
Sustainability risk and impact assessment	29%
ESG	28%

64 SkillsFuture Singapore. 2023. Skills Demand for the Future Economy 2023/24

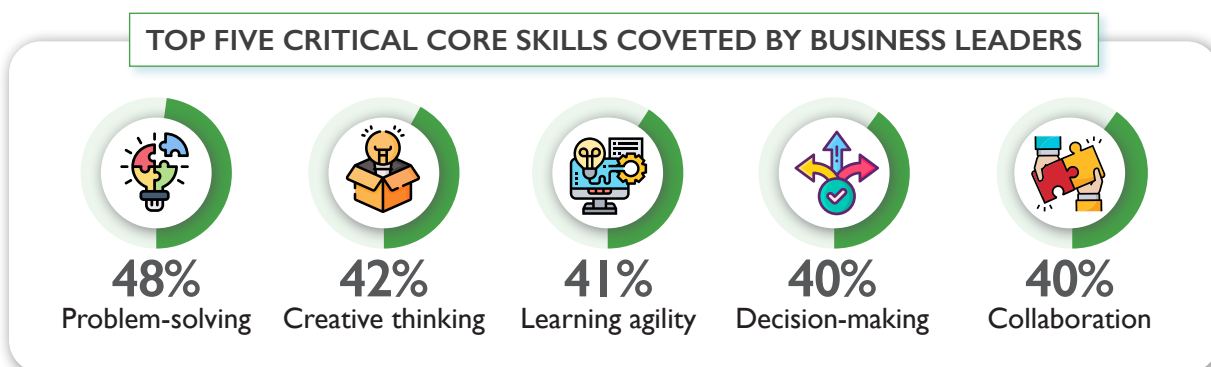
On the other hand, employees share that ESG (32%) is an important sustainability-related skill to acquire. This is followed by energy management (25%), risk management (25%), carbon footprint management (24%), and data and information security (24%). These skills are useful to support the sustainability practices of their organisation.

#### TOP FIVE SUSTAINABILITY-RELATED SKILLS IMPORTANT TO ACQUIRE ACCORDING TO EMPLOYEES

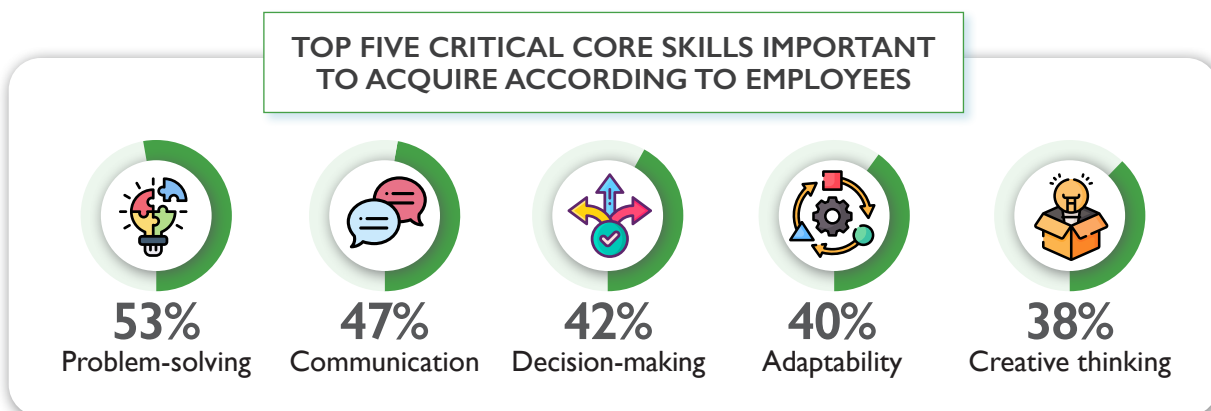


Regardless of the job and industry, critical core skills are essential for the Singapore workforce to remain competitive as these skills empower employees to effectively communicate, solve diverse problems, and collaborate with various stakeholders<sup>65</sup>.

Therefore, the most highly valued critical core skills by business leaders are problem-solving (48%), creative thinking (42%), learning agility (41%), decision-making (40%), and collaboration (40%).



Similarly, employees view problem-solving (53%) as the most important critical core skills to acquire. This is followed by communication (47%), decision-making (42%), adaptability (40%), and creative thinking (38%).



65 SkillsFuture Singapore. 2023. Skills Demand for the Future Economy 2023/24



# Tay Ee Learn

## Chief Sector Skills Officer

NTUC LearningHub

As we tackle global climate change, sustainability becomes crucial for economies worldwide. In response, businesses – small and large – across various industries are restructuring to adopt more sustainable practices and standards in line with the Singapore Green Plan 2030. This shift is not only necessary for the health of our environment, but it also presents significant opportunities for businesses.

While harnessing ESG initiatives enables organisations to gain a competitive advantage, it also serves as a catalyst for job redesign and creation. Shifting towards greener business models creates new business functions, prompting existing jobs to embrace sustainability-related work processes. Simultaneously, heightened regulatory requirements and the use of sustainable technologies result in new job roles. These changes inevitably affect the type of skills required to take on these emerging sustainability job roles.

For instance, the gradual adoption of sustainable technologies is driving heightened demand for technical skills in various areas of the green economy, such as carbon footprint management, sustainability management, and ESG<sup>66</sup>. ESG skills are applicable to a wide range of job roles in different industries, making them highly transferable. When combined with critical core skills like critical thinking for ESG reporting, effective communication, and adaptability, this holistic skill set will facilitate workers' employability across diverse career pathways in multiple industries.

Thus, organisations are increasingly expected to grow relevant jobs, skills, and talent or otherwise, risk falling behind. This underscores the pressing need for workforce training and development to equip workers with both foundational knowledge and industry-specific skills needed to thrive in the green economy. Training offers the opportunity for workers to earn industry-recognised certifications that formally attest to their proficiency to take on in-demand roles, potentially propelling them to better career prospects as the learning acquired remains applicable throughout one's career. By collaborating with training partners like NTUC LearningHub, organisations can access a range of job ready and industry-recognised certification courses to build a pool of future-ready, green workers. Organisations can also tap into resources available in the market, including the NTUC ARC Framework which offers sustainability solutions to employers while facilitating the training of workers<sup>67</sup>.

Given the reported skills gap in sustainability and employees' resistance to change, training can help to alleviate these challenges. Additionally, investing in the training and skills development of their workforce will go a long way to reassure the workforce that they are valued and not left behind in the business transformation of their organisation, which in turn can lead to higher employee loyalty and retention. Therefore, organisations must prioritise and incorporate ongoing training and skills development in their sustainability plan to remain competitive in a rapidly evolving, sustainability-centred market.

<sup>66</sup> SkillsFuture Singapore. 2022. [The Green Economy Explained: Trends, Skills & Jobs You Need to Know About](#)

<sup>67</sup> NTUC. 2024. [Driving Sustainability with the NTUC ARC Framework](#)

# CONCLUSION

Sustainability is not just a passing trend, but a new standard for conducting business<sup>68</sup>. As global awareness of environmental and social issues rises, organisations are increasingly expected to adopt ESG practices at the core of their business strategies. As a result, those that fail to prioritise sustainability risk falling behind in a sustainability-focused landscape.

While accountable leadership is essential, advancing sustainability is a collective effort that involves the entire organisation. From leaders to entry-level employees, everyone must be engaged and committed to driving sustainable practices. This collective commitment is essential in not only meeting regulatory pressures and sustainability goals, but also in fostering a culture of sustainability that permeates every aspect of the business.

Moreover, the transition to a greener economy is not limited to the adoption of new, sustainable technologies or policies, but calls for a fundamental shift in how businesses approach their operations. This shift will drive the creation of new jobs, skills, and talent. However, the journey toward sustainability is not without its challenges. One of the most pressing challenges that both business leaders and employees grapple with, is the skills gap in sustainability, which may impede the implementation of sustainability and slow down progress.

Hence, the need for training cannot be over-emphasised. Robust and ongoing training and skills development empower workers with the necessary knowledge and skills to take on in-demand roles in sustainability, allowing them to explore diverse career pathways as well. Consequently, a highly competent workforce contributes towards establishing Singapore into a global hub for sustainability. Thus, training is an invaluable tool that ensures the long-term resilience and success of organisations and the workforce.



68 Forbes. 2023. [Why Committing To Sustainability Is Critical For Today's Businesses](#)

# ABOUT THE RESEARCH

## Research Methodology

A total of 500 working professionals from Singapore were surveyed at the end of June 2024. The respondents included 150 business leaders and 350 full-time working professionals to investigate sustainability as a business imperative, the current state of sustainability efforts in organisations, and the critical role of training and certifications. The report also highlights the in-demand job roles and skills that inform and shape individuals' career progression while strengthening business' resilience.

## Respondent Profile

### Business Leaders

**150** business leaders completed the online survey.

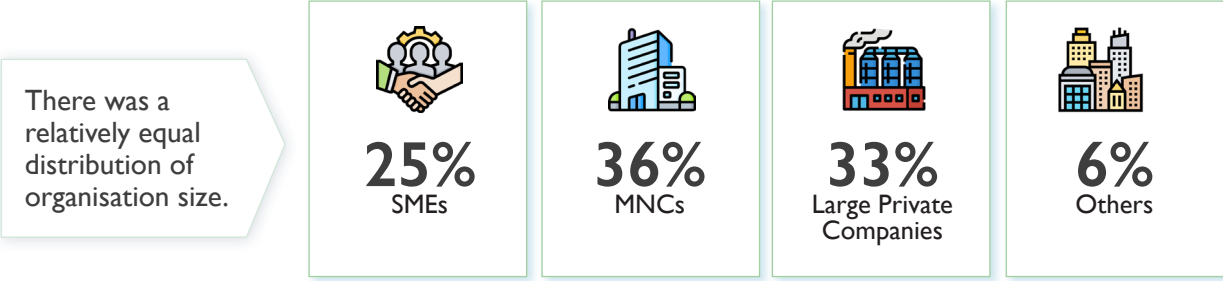
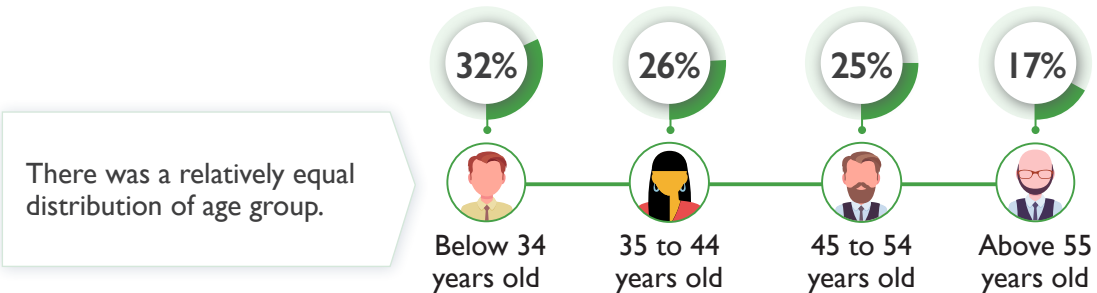


Those sampled had decision making power or influence over sustainability initiatives in their organisation.

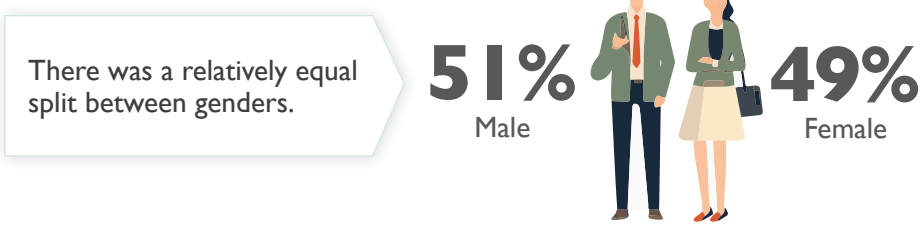
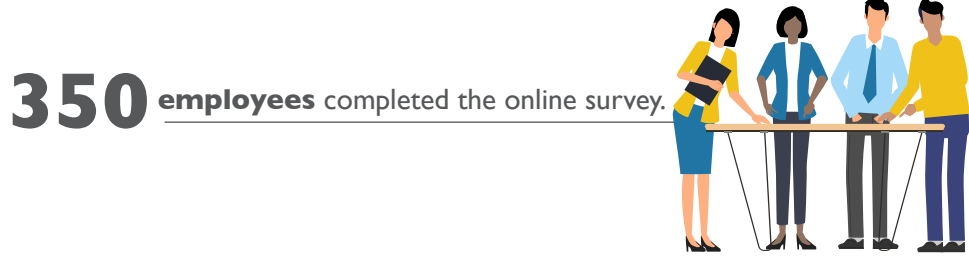


There was a relatively equal split between genders.

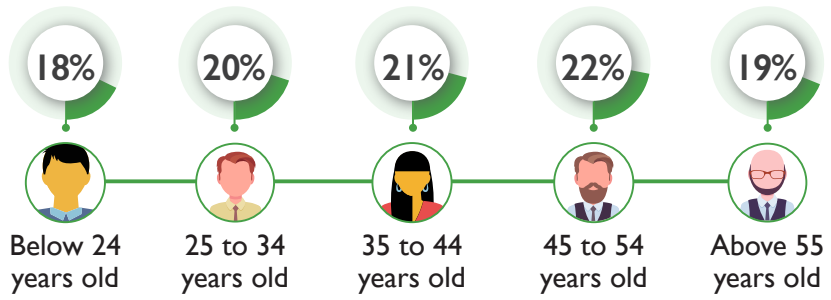




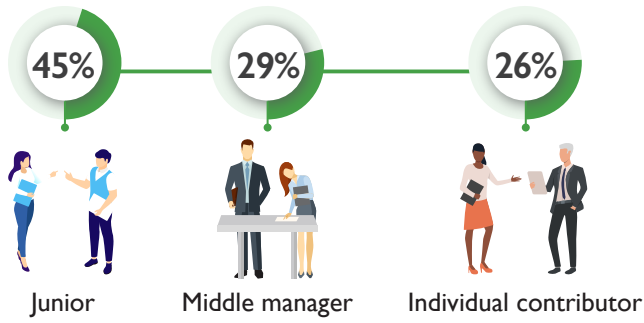
## Employees



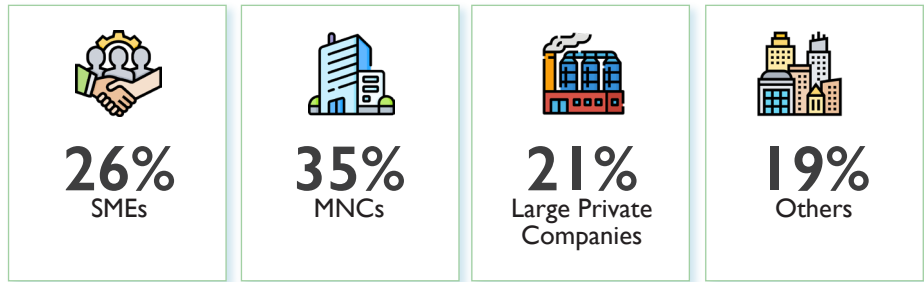
There was a relatively equal distribution of age group.



The majority of employees were junior level.



The majority of employees surveyed were working in MNCs.





# ABOUT NTUC LEARNINGHUB

NTUC LearningHub is the leading Continuing Education and Training provider in Singapore which aims to transform the lifelong employability of working people. Since our corporatisation in 2004, we have been working with employers and individual learners to provide learning solutions in areas such as Infocomm Technology, Generative AI & Cloud, Healthcare, Retail & Food Services, Employability & Literacy, Business Excellence, Workplace Safety & Health, Security, Human Resources & Coaching and Foreign Workers Training.

To date, NTUC LearningHub has helped over 29,000 organisations and achieved close to 2.6 million training places across more than 2,900 courses with a pool of about 900 certified trainers. As a Total Learning Solutions provider to organisations, we also forge partnerships to offer a wide range of relevant end-to-end training. Besides in-person training, we also offer instructor-led virtual live classes (VLCs) and asynchronous online learning. The NTUC LearningHub Learning eXperience Platform (LXP) — a one-stop online learning mobile application — offers timely, bite-sized and quality content for learners to upskill anytime and anywhere. Beyond learning, LXP also serves as a platform for jobs and skills development for both workers and companies.

For more information, visit [www.ntuclearninghub.com](http://www.ntuclearninghub.com).

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# NOTES

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# SUSTAINABILITY FOR BUSINESS RESILIENCE REPORT

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