Alumni perspectives, issues and challenges
### Who is in the network?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Contributors</th>
<th>Tutors</th>
</tr>
</thead>
<tbody>
<tr>
<td>356</td>
<td>175</td>
<td>23</td>
</tr>
</tbody>
</table>

**Participant gender balance**

- Male: [Diagram showing male participants]
- Female: [Diagram showing female participants]

**Countries represented:**
- Argentina
- Armenia
- Austria
- Australia
- Belgium
- Brazil
- Canada
- Chile
- France
- Croatia
- Denmark
- Dominican Republic
- Germany
- Switzerland
- Hong Kong
- Ireland
- Italy
- Korea
- United Arab Emirates
- Kyrgyzstan
- Malaysia
- Mexico
- Mongolia
- Norway
- Portugal
- Qatar
- South Africa
- Spain
- Sri Lanka
- Sweden
- The Netherlands
- Ukraine
- United States
- Venezuela
Where do PCSB participants come from?

**what organisations did participants represent?**
- academic
- trade body
- media & comms
- government
- not for profit
- consultant
- corporate

**participants from companies - what roles did they hold?**
- sustainability
- operations
- marketing & business devt
- HR, legal, finance, estate mgt
- external affairs
- R&D
How has PCSB helped to support change?

- Access to **knowledge** that can be applied in work context
- A **framework** to support implementation of change
- **Space for ideas** to form and take shape before implementation
- Help to formulate **concepts** and **communication strategies** for internal engagement
- A **language** to engage with customers and investors
- **Confidence** in own opinions and **credibility** in communicating
- A positive impact on **career**
- Igniting the desire to **create change** and creating a **sense of the possible**
- **Evidence** to support the **business case**
- A strong, **strategic focus**
- Insight into how to **overcome challenges** and be **effective as a change agent**
- New ideas and **possibilities**
How have alumni applied their learning?

“Designed and implemented change programs. Driven culture and motivated staff”

“Translated sustainability issues for our clients and embedded it in the work we do for them”

“Embedded sustainability in our core business which gained significant advantage.”

“Initiated a number of sustainability-related projects”

“Commenced with developing a sustainability strategy but it soon became obvious to the CEO that sustainability thinking had to be incorporated into the thinking of the organisation and this gave me the opportunity to be part of the review of our entire business strategy and the inevitable integration of sustainability into the business strategy.”

“Lobbied for sustainability at C-level with our clients.”

“Worked with Human Resources to create a business simulation game that has middle managers test the resilience of their team’s business strategy against future scenarios of resource scarcity, climate change and health issues”

“Informed our strategy for the logistics programme.”
Is sustainability an organisation or sector priority?

- Sustainability is a top 3 priority issue and has been so for over 12 months
- Sustainability has become a top 3 priority issue in the last 12 months
- Sustainability was a top 3 priority 12 months ago but isn’t now
- Sustainability was not a priority 12 months ago and still isn’t
Is your organisation a leader on sustainability?

- A leader on sustainability in your sector
- A leader on sustainability in your country
- Doing more than others, but not yet a leader
- None of the above
What issues pose material risks for alumni organisations?

- Social unrest
- Demographic changes
- Constrained credit
- Biodiversity loss
- Water security
- Energy security
- Labour standards and human rights in our supply chain
- Climate change

Now
What issues pose material risks for alumni organisations?

- Social unrest
- Demographic changes
- Constrained credit
- Biodiversity loss
- Water security
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- Labour standards and human rights in our supply chain
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[Bar chart showing the comparison of risks now and in 2025]
Responding to which issues could add value to alumni organisations?

- Social unrest
- Demographic changes
- Constrained credit
- Biodiversity loss
- Water security
- Energy security
- Labour standards and human rights in our supply chain
- Climate change

Now vs 2025
How well is sustainability embedded in alumni organisations?

- awareness of senior leaders
- existing strategies, plans and policies
- external communications and marketing
- governance structures
- innovation processes/services/products
- procurement practices
- awareness, skills and training of staff
- recruitment practices
- individuals' performance appraisals

Strongly agree

Strongly disagree
What challenges are PCSB alumni companies facing?

- Securing senior leadership commitment
- Integrating into strategy & business model
- Demonstrating short term business value of sustainability
- Changing organisational culture, systems and processes
- Building the awareness, engagement, skills and capacity of colleagues
- Dealing with constrained budgets and resources and competing priorities
- Educating and engaging customers and clients
- Walking the talk, and encouraging others to do so
- Achieving energy, carbon and resource efficient products and operations
- Supply chain challenges
- Ability to adapt to and thrive in the context of external trends
- Engaging external stakeholders to achieve systems level change

Number of responses