

ICRS Apprentices Hub – Planting Seeds for Your CR&S Future: Career Stories and Skills

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Speakers:

- [Sam Ticehurst](#) – Senior Sustainability Officer at Renishaw
- [Beatriz Ramos Albert](#) – Communications, SEE & Social Value Lead at Mace Dragados
- [Olivia Davies](#) – ESG Data Insights and Disclosures Manager at Vodafone

1. Key Skills Used in ESG Roles

- In reporting, it is important to use clear, persuasive communication, build strong relationships, and apply high data literacy to produce credible disclosures, influence decision-makers, and constructively challenge reporting processes.
- In environmental sustainability, success depends on evidence-based persuasion, data-driven arguments, and commercially oriented messaging that helps technical teams understand the operational and cost-saving benefits of sustainability.
- In social value, effective practice requires negotiation, empathy, and the ability to identify shared benefits, using clear communication to align diverse stakeholders around meaningful community outcomes.

2. Common Challenges & Solutions

- In reporting, teams often face silos, inefficiencies, and duplicated work, which can be reduced through precise information requests, consistent follow-up, and avoiding assumptions.
- In environmental sustainability, challenges include limited stakeholder buy-in and inconsistent supplier data, which are addressed by reframing sustainability in business terms and strengthening data collection processes.
- In social value-related work, competing project priorities are common, and can be managed by clearly linking social value initiatives to organisational goals and community needs.

3. Key Stakeholders & Ways of Working

- In reporting, practitioners work closely with senior leaders, regional teams, and technical compliance specialists, influencing through clarity on risk, regulation, and reporting obligations.
- In environmental sustainability, teams collaborate with engineers, operational staff, delivery partners, and leadership, positioning sustainability as a driver of cost savings and risk reduction.

- In social value, work often involves engaging clients, leadership, and community organisations, building trust through negotiation and clear, accessible communication.

4. Career Pathways into ESG

- Speakers entered ESG from diverse fields including criminal law, chemical engineering, and physical geography, demonstrating the sector's openness to varied skills. Career changes were motivated by a desire to create proactive social or environmental impact.
- Experience in consulting, internal reporting, or administrative roles provided foundations for later specialisation.
- Transferable skills such as persuasion, problem-solving, and relationship-building were central to career progression.

5. Changes in the External Landscape

- In reporting, expectations and frameworks are expanding quickly, amid increasing politicisation of ESG and shifting public and stakeholder attitudes.
- In environmental sustainability, climate conversations now focus more on financial risk, operational resilience, and business continuity than purely environmental narratives.
- In social value, expectations have shifted from optional add-ons to contractual requirements, reinforced by generational demands for purpose-driven work.

6. Audience Q&A Themes

- AI will support faster, more accurate ESG data processing, but human judgment and strategic decision-making remain essential.
- ESG resilience relies on confidence, transparency, and the ability to communicate challenges or missed targets clearly and in context.
- Strong knowledge of key reporting frameworks (and the ability to tailor communications to different stakeholder priorities) is critical for credible ESG work.
- Embedding sustainability early in product and programme design strengthens business value through risk reduction, regulatory readiness, talent attraction, and long-term resilience.