

# STATE OF THE PROFESSION

## 2013

by John Davies and the editors of [GreenBiz.com](http://GreenBiz.com)

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# INTRODUCTION

GreenBiz Group's third annual "State of the Profession" report takes a look at the emergence of the sustainability executive and its unique role in industry. As in years past, we surveyed members of our GreenBiz Intelligence Panel to find out how much they made, where they worked, and what they did in the course of their job.

This year we also wanted to provide a richer background for understanding where sustainability sits within an organization, how its leaders got there, and what they are likely to be doing in the future. Defining roles in this context can be a moving target as managers and executives continue to push and expand the definition of sustainability leadership.

Among this year's key themes:

**Have We Reached Peak Sustainability?** In the four years between 2005 and 2008, 125 companies added their first full-time sustainability positions. In the four years since, only 91 companies added the first dedicated sustainability resource. Corporate interest appears to be waning as fewer companies are adding sustainability managers as part of the organization.

**Teams are Growing, Even While Budgets Shrink.** There may not be as many new companies embracing sustainability, but the size of sustainability teams at large companies continues to grow. On the other hand, budgets have been shrinking. Ninety-four percent of large companies have sustainability budgets of \$10 million or less.

**Sustainability Continues to Face Challenges.** Fifty-six percent of those surveyed pointed out that the "company has other priorities" than sustainability as one of the top three barriers they face in their work. Thirty-

four percent put a lack of staff in their top three, while 31 percent called out a lack of funding.

**Companies Need Outside Help in Overcoming Barriers.**

Two very closely linked items stood out on most lists of top three ways to overcome the internal barriers sustainability executives face. Fifty-one percent of those surveyed said that more customer requests would help, while 49 percent viewed greater competitive pressure as being a potential driver of progress. Interestingly, both of these are external forces mostly outside the control of a sustainability manager.

**There Are Key Ingredients for Success.** Those involved in leading sustainability efforts have an immense and nimble curiosity, able to immerse themselves in a wide range of new issues and topics as they arise, whether from inside the organization or from outside. They are willing and able to traverse uncharted territory and shifting circumstances, all the while interpreting the current state of affairs to others, and watching the horizon for the unexpected.

The role of the sustainability executive in corporate America is still in its early stages. The fact that there is no clear-cut definition of either the term or the role is indicative of this nascent time (one doesn't need to ask a CFO what her role is all about). Sustainability continues to evolve as companies test the limits within their unique corporate cultures. There is no one-size-fits-all approach that can be readily adopted.

Sustainability leaders have a broad mandate with little direct authority, requiring them to engage employees, value-chain partners and customers in order to achieve their company's strategic goals. The role of dedicated sustainability professionals within the corporation is becoming more associated with value creation and not just a cost to be managed.

This GreenBiz Group "State of the Profession" report provides a snapshot of the current status of the sustainability executive as a feature of the corporate landscape. In the past two years our report has been concerned primarily with salaries, budgets, and how sustainability managers and executives have been prioritizing their efforts.

This year's report has been expanded to provide a richer context for understanding where sustainability sits within an organization, how its leaders got there, and what they might be doing in the future. Our mission at GreenBiz Group is to define and accelerate the business of sustainability. We hope this report provides some help along the journey and we look forward to your feedback.

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## WAVES OF SUSTAINABILITY

John Elkington and others have defined the environmental sustainability movement as a series of waves that rise, crest and recede over time. We have illustrated this (see Figure 1) to show how each successive wave builds upon the preceding waves' actions and accomplishments. But as each wave crests, there is a subsequent retrenchment. The earliest waves are associated with the 19th and early 20th centuries with a movement toward conservation and the establishment of the U.S. national parks system.

The first significant wave in the modern era rose during the 1960s. Events ranging from the

publication of Rachel Carson's book *Silent Spring* to the national broadcasting of a burning Cuyahoga River gave rise to the establishment of the U.S. Environmental Protection Agency (EPA) and the passage of the Clean Air Act. That wave can best be described as a regulatory wave.

The second wave of environmentalism can be characterized as a policy wave. Following the Exxon Valdez oil spill in 1989, the nonprofit organization Ceres published the Valdez (now Ceres) Principles and began working to educate investors about the financial risks and investment opportunities posed by climate

change. 1990 saw the passage of the Pollution Prevention Act in the United States with companies increasing their investments in environmental, health, and safety (EHS) programs. The peak of this wave occurred around the UN Earth Summit in 1992, where the groundwork was laid for the Kyoto Protocol, a policy framework that set binding obligations on industrialized nations to reduce emissions of greenhouse gases.

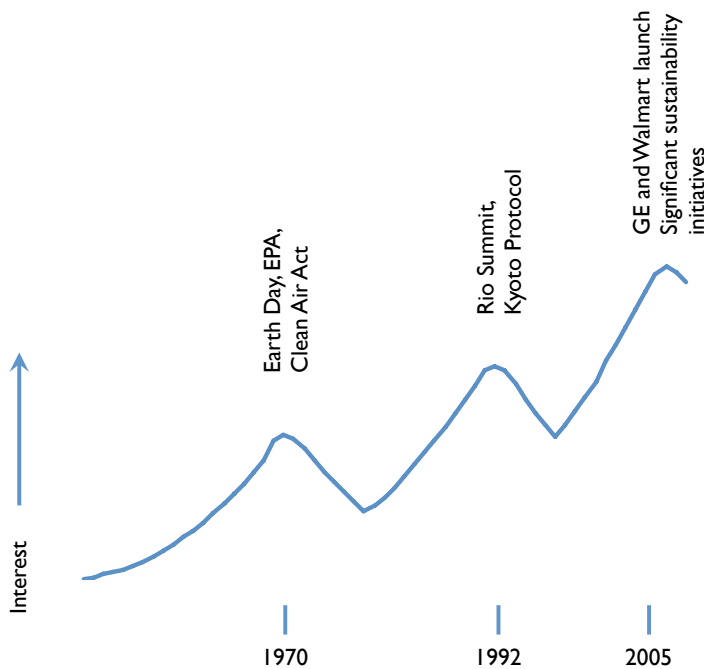
The most recent wave of environmentalism could be labeled the corporate sustainability wave. During this wave, there has been an unprecedented involvement of business, characterized by corporate initiatives. The U.S.

Climate Action Partnership (USCAP) brought together leading corporations as diverse as Caterpillar and Pepsico and environmental NGOs such as the National Resources Defense Council (NRDC) and World Resources Institute (WRI) to establish national GHG emission reduction targets.

In the mid 2000s, Walmart set aspirational goals to be supplied 100 percent by renewable energy, create zero waste, and sell products that sustain people and the environment. The company led others as it exercised its significant supply chain leverage to accomplish many of its goals, encouraging suppliers to reduce packaging and improve products. At

During the corporate sustainability wave, there has been an unprecedented involvement of business.

Figure 1: The environmental sustainability movement can be seen as a series of waves that rise, crest and recede over time.



about the same time, General Electric launched its ecomagination marketing initiative, which included significant corporate goals for both revenue and emissions reductions linked to sustainability-related products and processes.

Along with corporate commitments to sustainability came a corporate approach

requiring programs to justify their efforts with hard dollar returns on investment. Walmart, GE and others led the way with sustainability initiatives focused on bottom-line results. In other words, efforts by large and small companies have focused on new sources of revenue and, to a greater extent, increased efficiency, whether inside the company's four walls or across its extended value chain.

## PEAK SUSTAINABILITY

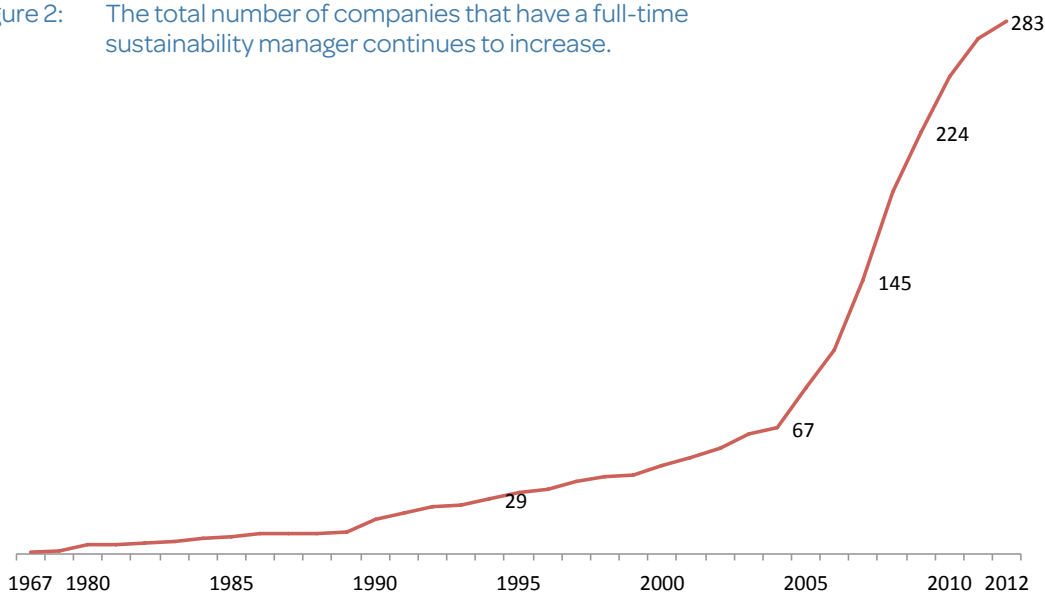
As part of a recent [GreenBiz Intelligence Panel](#) survey, we asked what year companies created their first full-time sustainability position. Figure 2 shows a rise in the number of companies adding full-time sustainability roles.

On the surface, this appears to be an encouraging sign – the classic “hockey stick” of

accelerating growth. It took eight years between 1995 and 2003 for the number of companies with a full-time sustainability resource to double (from 30 to 60). It took fewer than five years to double again to 120 by 2008, the first year the Carbon Disclosure Project published corporate emissions data for

Sustainability efforts have focused on new sources of revenue and increased efficiency, either inside the company's four walls or across its extended value chain.

Figure 2: The total number of companies that have a full-time sustainability manager continues to increase.



Source: GreenBiz Intelligence Panel (n = 283)

more than 1,500 global companies. Two years later, more than 240 companies dedicated at least one person to focus full time on sustainability.

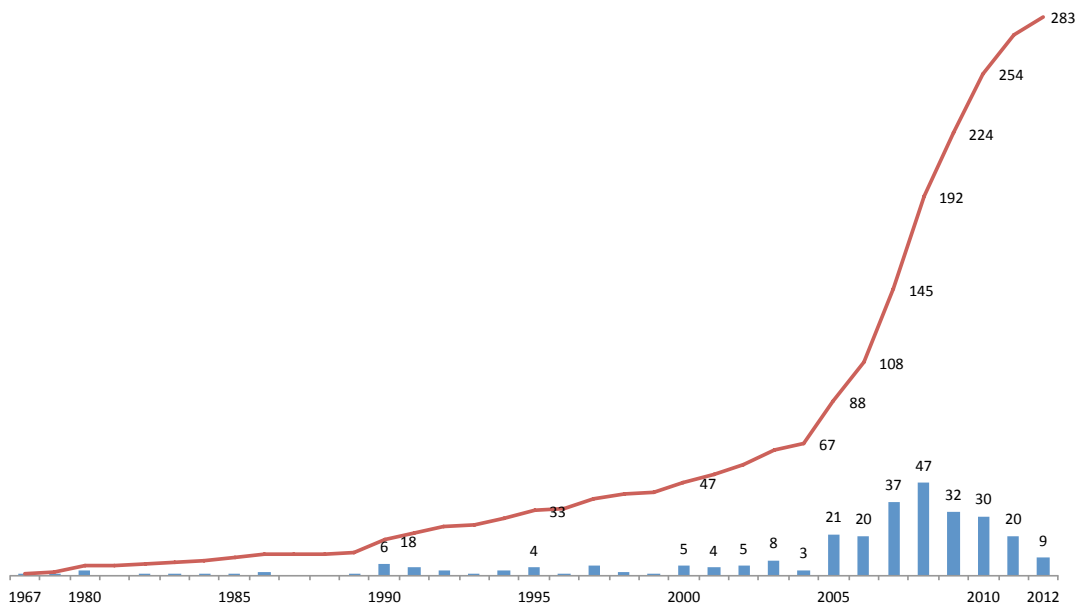
Like entrepreneurial presentations to venture capitalists, hockey-stick graphs don't always tell the full story. Looking at our results through a slightly different lens (shown in Figure 3), the push for adding full-time corporate sustainability leaders peaked in 2008, the same year Vanity Fair's final "green issue" featured Madonna on the cover.

If the latest wave of sustainability has crested, what does that mean for sustainability professionals? And perhaps more significantly: What does it mean for the sustainability profession? The following sections take a look at the nascent role of sustainability executives to try and answer the following questions:

- Where did they come from?
- What are they doing?
- Where are they going?

What does it mean for the sustainability profession when the push for adding full-time corporate sustainability leaders peaked in 2008?

Figure 3: The number of companies adding a full-time sustainability manager is decreasing



Source: GreenBiz Intelligence Panel (n = 283)

# EARLY PREPARATION FOR A CAREER IN SUSTAINABILITY

Sustainability has become a guiding principle for many companies. Some can convincingly trace decades of efforts in terms of environmental initiatives. In 1971, IBM's CEO Thomas Watson set a corporate policy that "line management in IBM must be continuously on guard against adversely affecting the environment," and as far back as the 1940's the company was treating industrial wastewater at its plants years before treatment was required by law. Similarly, 3M's corporate policy, crafted in 1975 and little changed since, states that "it is 3M policy to provide a safe and healthful workplace for all, and to minimize the impact of our production processes and products on the environment."

These types of efforts set the stage for the establishment of corporate EHS programs that flourished in the late 20th century, culminating with the establishment of ISO 14000 standards in 1996. ISO 14001 established the standard for environmental management systems to help organizations minimize negative environmental impact, comply with applicable regulations,

and continue to improve their environmental performance.

Stretching beyond the traditional EHS framework, the early years of the 21st century saw the beginnings of a broader context for environmental issues beyond racing faster than regulation. There are any number of milestones that could be linked to the quick rise of sustainability:

- **Brundtland Commission** declares "sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (1987)
- United Nation's establishes **Global Compact** to encourage businesses worldwide to adopt sustainable and socially responsible policies (2000)
- Adoption by nations of the **Kyoto Protocol** (1997) or implementation of the protocol (2005)

The early years of the 21st century saw the beginnings of a broader context for environmental issues beyond racing faster than regulation.

## SUSTAINABILITY - A NEW ROLE

There are many possible starting points that helped launch a wave of careers in sustainability. Most likely it was a convergence of initiatives. The result is the creation of a managerial position within companies wholly dedicated to its sustainability efforts. Evidence of this comes from our survey when we asked

how many years respondents worked on sustainability issues with their present company.

As shown in Figure 4, 68 percent of vice presidents and 73 percent of directors have logged fewer than six years working on

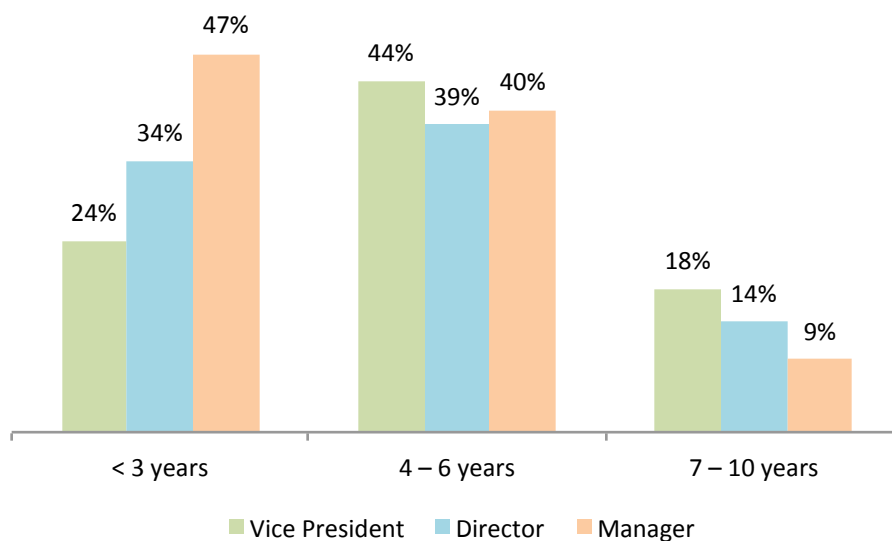


sustainability issues at their present company. Given such a short tenure within the role, we wanted to find out what in their backgrounds qualified these individuals for their new

assignment — specifically, their educational background, their previous job before entering the sustainability field, and where in their company they report

Most sustainability professionals have spent a short time within the role.

Figure 4: Years working on sustainability issues at present company



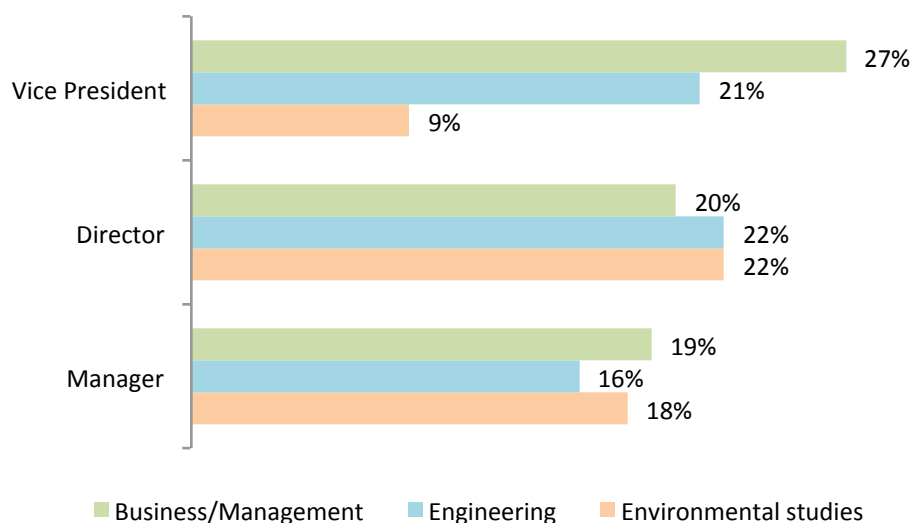
Source: GreenBiz Intelligence Panel (n = 258)

## EDUCATING SUSTAINABILITY PROFESSIONALS

The educational background for managers and executives working in corporate sustainability departments crosses a broad spectrum of majors and minors, from humanities and social sciences to engineering and business. The predominant degrees (as shown in Figure 5) were granted in business/management, engineering, and environmental studies.

For those who received an advanced degree, a similar trend held: 32 percent of vice presidents sought an MBA, along with 24 percent of directors and 19 percent of managers. Perhaps not surprisingly, the second most popular graduate degree for managers and directors was in environmental studies (21 percent and 23 percent respectively).

Figure 5: Declared majors for full-time sustainability managers and executives



Source: GreenBiz Intelligence Panel (n = 343)

The educational background for managers and executives working in corporate sustainability departments crosses a broad spectrum of majors and minors, from humanities and social sciences to engineering and business.

## BEFORE SUSTAINABILITY

In addition to education, we were also curious to figure out what these professionals were doing before they got their sustainability position. Again, it was a breathtakingly broad range of positions: Even when offered 17 distinct departments to choose from, 25 percent of those responding chose “Other”.

Twenty-one percent moved into sustainability from the EHS organization (or added sustainability to their environmental, health and safety responsibilities) and 10 percent noted that their first job was in sustainability. No other department recorded double-digit

transfers – not marketing (8 percent), communications (6 percent), or facilities management (5 percent).

Most industries reflected this wide range of departments as the source of their sustainability staff. The most noticeable difference is in healthcare and basic materials (which includes chemicals, metals, and oil and gas.). Forty-seven percent of sustainability managers and executives came from the EHS department within the basic materials industry, as did 39 percent in healthcare.

Early career assignments identify one of the potential difficulties in surveying the rise of sustainability managers and executives in regards to their roles, responsibilities, and salaries in this nascent profession. One executive pointed out, "I have heard on an

untold number of occasions candid remarks that 'I had this or that [business] responsibility (e.g., EHS, CIO, supply chain, operations, legal, etc.) and my CEO needed a place to put sustainability so it fell on my lap.'"

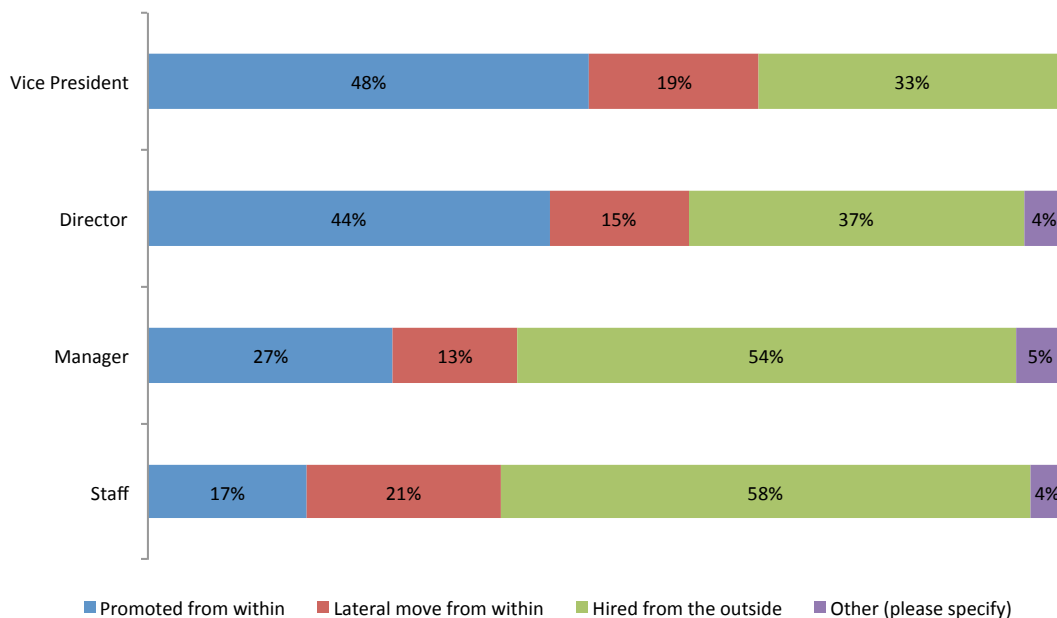
"My CEO needed a place to put sustainability so it fell on my lap."

## EXTERNAL HIRES AND INTERNAL PROMOTIONS

While some executives may have had sustainability fall into their lap, we found that 45 percent of sustainability managers and executives were hired from the outside rather than promoted from within. Figure 6 shows by title who is being hired from outside and who is taking the sustainability reins via a promotion or lateral move.

While only 33 percent of vice presidents were hired from the outside, more than half of managers and staff arrived in this way. Part of this can be attributed to staff expansion as senior sustainability leaders hire for specific skill sets, such as energy management, communications, or working on supply-chain initiatives.

Figure 6: Forty-five percent of sustainability managers and executives were hired from outside whereas 55 percent came from within



Source: GreenBiz Intelligence Panel (n = 330)

There are a few significant differences by industry when it comes to hiring from outside versus promoting from within. In the basic materials and automotive industries, only 18 percent and 20 percent respectively were

external hires. On the other end of the spectrum were real estate (67 percent external hires), utilities (67 percent), and service providers (63 percent).

The answer as to where the sustainability executive reports is an unequivocal “it depends.”

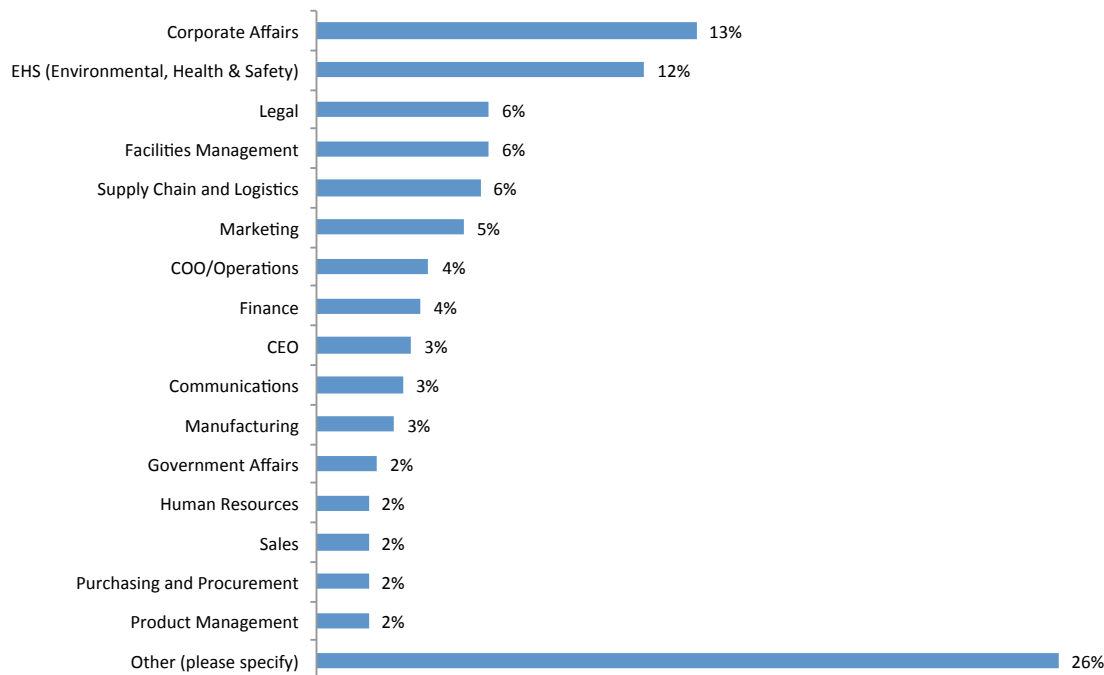
## REPORTING STRUCTURE

Last year, we reported that the answer as to where the sustainability executive reports is an unequivocal “it depends.” As Figure 7 shows, there is still no specific home for the sustainability group.

percent overall) are direct reports to either the CEO or COO. The number is even larger for consumer packaged goods (CPG) companies, where 10 percent of the companies cite sustainability as reporting to the CEO.

Within the “Other” category that 26 percent of respondents chose, 16 percent of those (6

Figure 7: Where does sustainability report? It depends.



Source: GreenBiz Intelligence Panel (n = 330)

We recently conducted a survey of the GreenBiz Intelligence Panel to understand what types of educational opportunities sustainability managers and executives sought to make them better at their jobs. (You can read more about this project [here.](#)) Sixty-eight percent claimed to be very knowledgeable

about sustainability. Sixty-four percent noted that sustainability responsibilities were part of their current job. Yet even while two-thirds of them claim extensive knowledge, almost half (45 percent) are interested in expanding their knowledge of sustainability.

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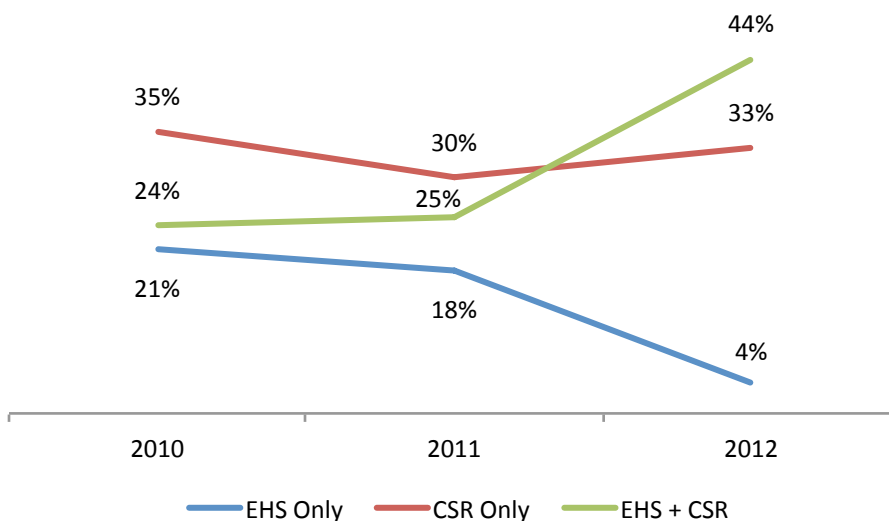
## FUNCTIONAL OVERSIGHT

The results of our education survey provide one lens by which to view the role of the sustainability professional in large organizations. The observation that the smart seek to get smarter is consistent with the ever-evolving role of senior sustainability leaders. Over the past three years, we've seen a

significant shift in the responsibilities and areas of functional oversight for sustainability leaders.

Some vice presidents are witnessing a convergence of their responsibilities (as shown in Figure 8). For those executives who have

Figure 8: Vice Presidents are seeing their oversight responsibilities converge



Source: GreenBiz Intelligence Panel (n = 54)

responsibility for at least one of the functions of EHS or CSR, 44 percent have a combined responsibility for both departments. This represents a significant shift from previous years.

This is not necessarily surprising, as programs mature to address a wider range of issues. While early CSR efforts for branded retailers were concerned with issues such as the

treatment of workers in offshore factories, they have more recently expanded efforts to include more environmental concerns. And while many technology companies have a history of environmental stewardship, the shift to contract manufacturing has led many of them to focus more on issues of workers' rights that have historically been the purview of CSR departments.

## GENERALISTS AND SPECIALISTS SPEND TIME ON SUSTAINABILITY

For each of the last three years we've asked sustainability managers and executives how they spend their time. As in 2010, the top two tasks continue to be strategy development and reporting. In 2011, vice presidents identified

energy efficiency and facilities management as the third most important area where they were spending their time. In 2012 this has dropped out of their top six to 11th place.

As the size and the mandate of the sustainability organization expand, certain function-specific tasks (such as energy management) become the focus of an individual or dedicated team and the sustainability leader moves on to juggling new forward-looking responsibilities.

Figure 9: Strategy development and reporting are the top two tasks for sustainability professionals

Vice President or Senior Vice President	Director or Senior Director	Manager or Senior Manager
Strategy development	Strategy development	Strategy development
Reporting (environmental data, including carbon footprint)	Reporting (environmental data, including carbon footprint)	Reporting (environmental data, including carbon footprint)
Working with my peers	Working with my peers	Employee education
Leading cross-functional committee	Employee education	Working with my peers
Stakeholder dialogue	Marketing to internal audiences	Marketing to internal audiences
Employee education	Leading cross-functional committee	Energy efficiency & facilities management

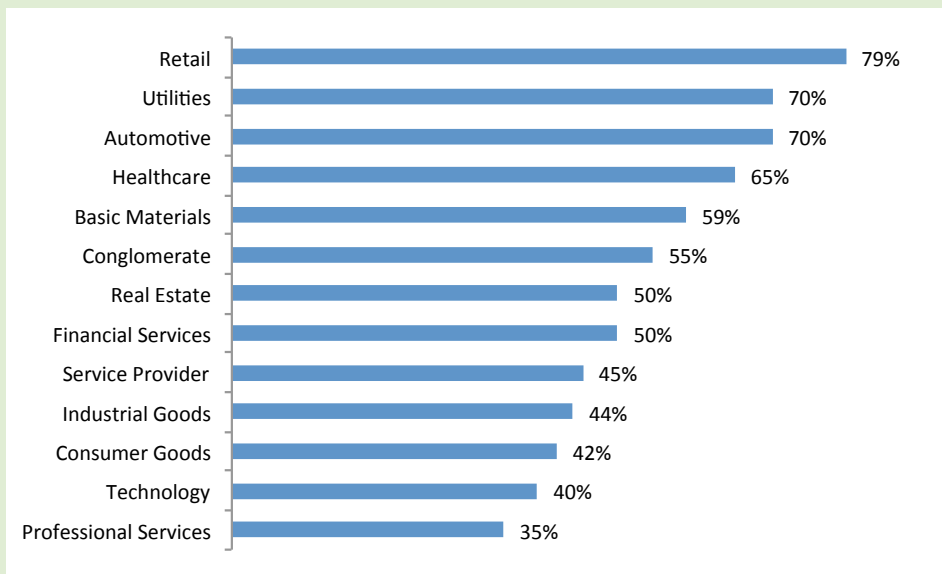
Source: GreenBiz Intelligence Panel (n = 267)

## ENERGY MANAGERS COME INTO THEIR OWN

Corporations increasingly recognize the business need to more proactively manage their energy consumption, as well as to ensure reliable access to energy markets over the short to mid term. The number of companies

that have a dedicated energy manager rose from 48 percent in 2011 to 52 percent in 2012. Figure 10 calls out which industries are dedicating resources to energy management.

Figure 10: Energy managers are viewed as critical for some industries



Source: GreenBiz Intelligence Panel (n = 169)

According to a recent report from Groom Energy, multiple factors are driving the need for companies to better manage their purchase and use of energy in their businesses. These include:

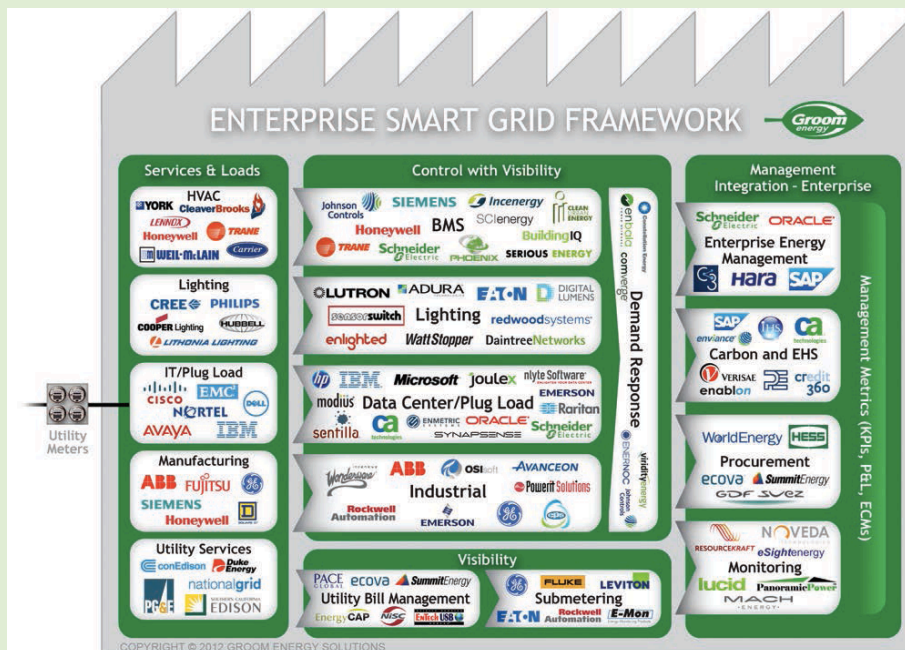
1. large energy consumption and its relationship to utility peak usage,
2. pressure by customers and other stakeholders for reduced carbon emissions, and
3. the need to identify no-cost behavior change energy savings opportunities as a means of improving operating performance.

The report, "The Enterprise Smart Grid and a Corporate Buyer's Guide for Energy Management Software," (for purchase [here](#)) provides a roadmap to help companies seeking to automate their energy management activities and functions. In addition to an

extensive survey of vendors, the report calls out five key recommendations for managers:

1. Realize that no single system, despite vendor claims, will meet all energy management needs at corporate and site levels.
2. Solutions that provide visibility are very different from solutions that provide control and visibility; clearly understand your needs around this critical point.
3. Prioritize business problems and users.
4. Despite the trend of vendors broadening their product lines, many customer needs are site and load specific and are served by best-of-breed vendor applications.
5. Focus on the outcome that you want out of your system, be it energy and carbon reporting, facility use variance and trends, specific equipment variances, or full-blown activity-based energy costing.

The full report is available from Groom Energy.



Groom Energy's Vendor Framework for the Enterprise Smart Grid



On the other hand, energy efficiency and facilities management inched up as a top task for those at the manager level, as the number of companies with a dedicated energy manager rose from 48 percent in 2011 to 52 percent in 2012. This marks the beginning of a trend. As the size and the mandate of the sustainability organization expand, certain function-specific tasks (such as energy management) become the focus of an individual or dedicated team

and the sustainability leader moves on to juggling new forward-looking responsibilities.

Between 2010 and 2012, more managers spent time on energy efficiency (an increase of 8 percent) than did vice presidents (a decrease of 8 percent). The biggest increases in terms of time spent by directors and vice presidents between 2010 and 2012 were for supporting external marketing and sales and working with suppliers.

The size of sustainability teams at large companies continues to grow.

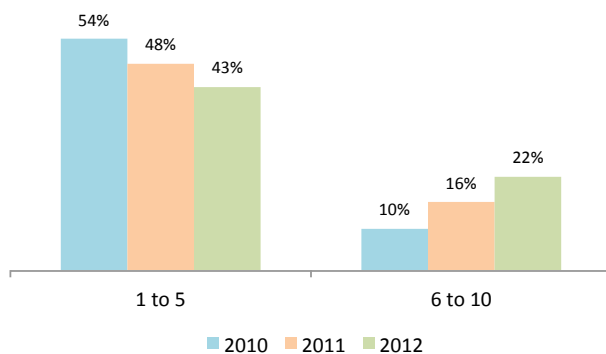
## TEAMS GROW AS BUDGETS SHRINK

The size of sustainability teams at large companies continues to grow. Figure 11 illustrates that the percentage of companies with teams with one to five members has steadily decreased by 11 percentage points since 2010. Conversely, the number of teams with six to 10 members has increased by 12 percentage points since 2010.

To provide further perspective on the growth of team sizes, we analyzed how many people

directly report to the managers and executives we surveyed. The most significant increase of direct reports is for vice presidents. Fifty percent of vice presidents have between one and five direct reports, a decrease of two percentage points from last year. The number of vice presidents with six to 10 direct reports also decreased since last year by four percentage points (from 18 percent to 14 percent). However, the number of vice presidents with teams consisting of 11 to 20

Figure 11: Team sizes increasing



Source: GreenBiz Intelligence Panel (n = 305)

employees reporting directly to them increased from 3 percent to 14 percent.

The number of employees at large companies (those with revenues greater than \$1 billion) dedicated full time to sustainability efforts is another key indicator of the growth of the profession. Sixty-six percent of smaller companies have between one and five employees dedicated to sustainability, whereas 43 percent of larger companies have teams of that size. More significantly, 22 percent of large companies have between 6 and 10 employees dedicated to sustainability, while 8 percent have between 11 and 20 employees, and 19 percent have more than 20 employees dedicated to their sustainability efforts.

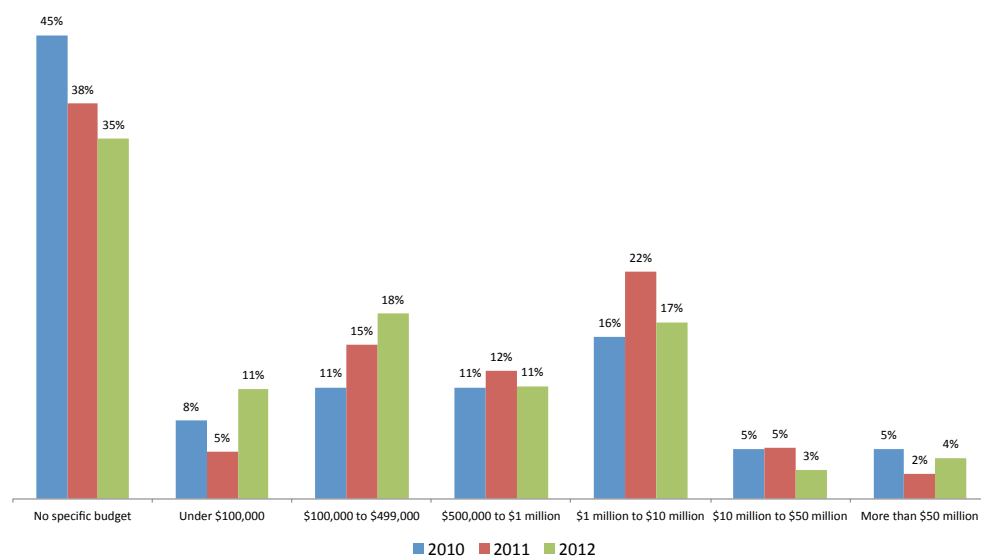
While teams continue to grow, budgets have been shrinking. Ninety-four percent of large

companies have sustainability budgets of \$10 million or less. In 2011, we saw budgets increase almost across the board (see Figure 12). In 2012, they edged back closer to their 2010 levels.

The number of organizations with budgets in the half-million to million-dollar range, as well as those between \$1 million and \$10 million, shrank by 1 and 5 percentage points respectively. Conversely, budgets under \$100,000 grew by six percent, and those between \$100,000 and \$499,000 grew by three percent. While budgets have returned to their 2010 levels, they're used for more than just salaries and consultants. We reached out to members of the GreenBiz Executive Network to get a perspective on how some companies are deploying their sustainability budgets (see "What's in Your Sustainability Budget?").

Budgets have been shrinking. Ninety-four percent of large companies have sustainability budgets of \$10 million or less. In 2011, we saw budgets increase almost across the board. In 2012, they edged back closer to their 2010 levels.

Figure 12: After increases in 2011, budgets return to 2010 levels



Source: GreenBiz Intelligence Panel (n = 276)

## WHAT'S IN YOUR SUSTAINABILITY BUDGET?

One of the comments we received in response to this year's survey was that "Metrics on sustainability budgets and direct reports can be misleading. My greatest achievements come from leveraging the functional leaders (manufacturing, supply chain, marketing) to become allies in establishing appropriate sustainability goals and then executing with their resources to get the job done."

Inspired by this feedback, we went out to the GreenBiz Executive Network, our member-based, peer-to-peer learning forum for sustainability professionals, to see what types of pilot projects they were funding. Three types of projects were being funded by a number of members before being handed off to the functional organizations where they will reside:

- Life-cycle assessments (LCA) and related software – "When the need comes from the business, such as an LCA required for bid, then the business will share the burden."
- Greenhouse gas (GHG) accounting software – "Once it was in steady state, I transferred it (funding and all) to the EHS group."
- Energy and sustainability management platforms – "Since the platform spans organizational lines, it made sense to fund it out of our group. Once it is deployed at production scale across all pertinent functions, part of the funding will come from within those functions."

A wide range of other projects have been launched as pilots, ranging from funding commuting innovations to biomimicry-inspired designs. At times, pilots are used to jumpstart a program. Target's Kate Heiny, Senior Group

Manager for Sustainability, pitched in as the retailer's seafood business embarked on an effort to make Target's entire fresh and frozen seafood selection sustainable and traceable. "Our Sustainability team recommended taking FishWise as a nonprofit partner to help with the endeavor. To make the partnership happen, the sustainability group shared its budget. As a result, Target is making progress against its goal by continuing to buy from suppliers who source responsibly and working with our partners to encourage the best supply-chain practices."

Pilots can pay off quickly. W.W. Grainger's Jeff Rehm has a small innovation budget that has produced big returns. As Jeff explained, "My favorite project from last year was the modlet experiment. We bought a couple modlets to help us understand the amount of vampire energy being consumed at our facilities. [This refers to energy used by devices that are plugged in but not turned on.] These devices provide interval data that we used to determine which appliances consumed a significant amount of energy. Once we identified the high-energy appliances, we rolled out a program to all the facilities that asked them to put timers (like for Christmas lights) on their water coolers & coffee makers. That's \$100,000 in annual savings with a ROI in about two months."

Amy Hargroves, Corporate Social Responsibility Director at Sprint provides a succinct description of the sustainability department's role in pilots. "In general, we try to fund projects we believe will be high impact but where their acceptance may be low within the functional team where they most logically fit. We take the plunge, get them to participate, and then they take ownership when the value is understood."

With all due disclosures about the future being difficult to predict, predictions about the evolution of the sustainability profession are particularly knotty. One reason is that companies' own definitions of "sustainability" are shifting. Whereas once it typically referred primarily to environmental matters, it is evolving to embrace its original intention: to care for the social and environmental, as well as the economic, interests of current and future generations. But there's far from unanimity on this. A global definition for sustainability seems as likely as agreeing on the meaning of happiness.

Sustainability managers and executives are the ultimate bench players. In a study conducted last year by GreenBiz Group in partnership with Ernst & Young (download [here](#)), we asked if companies had seen an increase in inquiries from investors or shareholders about sustainability-related issues in the past 12 months. While the percentages may have changed since this survey was performed in late 2011, the bottom line is that issues addressed by sustainability executives are a moving target.

A global definition for sustainability seems as likely as agreeing on the meaning of happiness.

Figure 13: Sustainability-related topics shareholders and investors have been asking companies about



Source: Ernst & Young and GreenBiz Group, *Six growing trends in corporate sustainability*

## BARRIERS AND CHALLENGES

We asked sustainability managers and executives to name the top three barriers that they faced in their position. Fifty-six percent of those surveyed pointed out that the “company has other priorities” than sustainability as one of their top three barriers. Thirty-four percent put a lack of staff in their top three, while 31 percent called out a lack of funding.

We then asked what it would take to overcome these barriers. Two very closely linked items stood out on most lists of top three ways to

overcome the internal barriers they faced. Fifty-one percent said that more customer requests would help, while 49 percent viewed greater competitive pressure as being a potential driver of progress. Both of these are external forces outside the control of a sustainability manager. Looking at internal drivers, one-third of sustainability managers and executives chose either increased funding or board-level attention as one of the top three means of overcoming their barriers to success.

To overcome the internal barriers they faced, fifty-one percent said that more customer requests would help, while 49 percent viewed greater competitive pressure as being a potential driver of progress.

Figure 14: Name the top 3 barriers you face in your position



Source: GreenBiz Intelligence Panel (n = 297)

Throughout this report, we’ve tiptoed around some of the challenges faced by sustainability managers and executives. While there are many, three stand out:

- There is no natural home for the function. There is no one department that most companies call out as the logical place for sustainability to reside.
- There is no professional accreditation or degree. Certificate programs and sustainability-themed MBAs have sprouted and are effective in providing context for sustainability executives, but

Instead of “working themselves out of a job,” the focus of sustainability leaders should be to always work themselves into a new job.

they are not necessarily the end-all of what future sustainability leaders will need to succeed.

- **There is no authority.** The most effective sustainability programs have unequivocal support from the company’s CEO, who holds the entire company accountable. (In optimal circumstances, the CEO’s interest is driven by a mandate from the board of directors.) But most sustainability executives must operate in an environment of consensus building along with a wide range of both qualitative and quantitative measures of success. And even these metrics can shift unexpectedly based on changes in budget, leadership, or organizational priorities.

It is not unusual to hear a sustainability executive state, “I know we’ll be successful when I’ve worked myself out of a job.” This is typically meant to refer to the idea that success will be measured by how deeply embedded sustainability becomes in the corporate culture and operations. It’s an admirable but impractical goal, since even a company where sustainability is deeply embedded needs someone to guide the company’s sustainability priorities. However, there is another, more realistic way to rephrase that aspiration: “My goal is to always work myself into a new job.”

As we observed earlier in this report, the size and the mandate of the sustainability organization is expanding as more gets put on the plate of sustainability executives. This has resulted in the responsibility for certain

function-specific tasks (such as energy management) to be assigned to an individual or dedicated team. In many cases, this frees up the sustainability leader to move on to new forward-looking responsibilities. In the last few years, a number of companies have created innovative products and services based upon ideas brought in from outside their product development organization as sustainability leaders push for life-cycle assessments and introduce concepts such as biomimicry.

Perhaps the best lens through which to view the future of the sustainability profession is that of the sustainability executive as explorer, or perhaps better yet, the scout. They must have a solid business sense, typically having served on the front lines of some aspect of the business. They must have an immense and nimble curiosity, able to immerse themselves in a wide range of new issues and topics as they arise, whether from inside the organization or from outside. Finally, they must be translators and collaborators as they enlist resources from within their organization while extending their influence and reach beyond the boundaries of the company, typically including suppliers and customers. In short, they must be willing and able to traverse uncharted territory and shifting circumstances, all the while interpreting the current state of affairs to others, and watching the horizon for the unexpected.

In the spirit of predicting topics for exploration, here are four areas where sustainability leaders will be spending their time in the future. Most of these are not currently taught in schools, or even professional education and conferences. Indeed, by the time they are, it’s possible that sustainability leaders will be on to the next challenge.

- **Materiality Gets Defined.** In 1973, the Financial Accounting Standards Board was launched to establish standards for financial accounting that govern the preparation of financial reports. Fast-forward to 2012, as the [Sustainability Accounting Standards Board](#) (SASB) is launched to develop industry-specific sustainability accounting standards. Joel Makower [interviewed](#) the organization's executive director Jean Rogers, who explained that SASB's work is at the "intersection of information that is relevant to companies for management of key issues, and for investors because it's decision-useful." The key to SASB's success lies in its taking an industry-by-industry approach to defining materiality as it relates to sustainability. As industry working groups are formed, sustainability leaders will be taking their seat at the table contributing to the final standard.
- **Valuing Nature.** In early 2011, Dow Chemical launched a multi-year effort to measure and track the business value of ecosystem services, making an explicit link between the services nature provides and their value to a company's bottom line. As Makower [noted](#), this includes "clean water, breathable air, pollination, recreation, habitat, soil formation, pest control, a livable climate, and a bunch of other things we generally take for granted," and which don't appear on companies' balance sheets. In a related move, apparel manufacturer Puma was the first company to publish an environmental P&L – an economic

valuation of the environmental impacts caused by greenhouse gas emissions and water consumption along its entire supply chain – and has committed to integrating both its social and economic impacts in the future. Other companies are beginning to follow suit.

- **Non-Toxic Partnerships.** In 2011, a group of major apparel and footwear brands and retailers, including Nike, H&M, Puma, and Levi's, made a shared commitment to help lead the industry towards zero discharge of hazardous chemicals by 2020. There are earlier examples of "pre-competitive" partnerships such as the Electronic Industry Citizenship Coalition, the Beverage Industry Environmental Roundtable, and the Sustainable Apparel Coalition, where a number of peer companies work collaboratively toward addressing and reducing environmental and social impacts.

Not all of these are equally successful, but as issues arise that are too big for any one company to solve (think conflict metals and fracking), more alliances will emerge. Some recent alliances have established more sophisticated governance models in hopes for success at a quicker pace.

- **VERGE.** VERGE describes the convergence of systems and technologies around energy, buildings and transportation, and how data and information technology create new

Most of the future initiatives we've highlighted are not taught in schools or professional education courses.

platforms that enable radical efficiencies, breakthrough biz models, and innovative products and services. It is the basis of a series of events produced by GreenBiz Group around the world.

Simply put, this convergence has the potential to transform how we live, work, travel, shop, and play, by creating a new generation of smarter, innovative products and services. In some cases, VERGE technologies will radically improve efficiencies of today's vehicles and transportation systems, buildings, urban infrastructure, industrial production, and other energy- and resource-intensive activities. VERGE embraces a range of technologies and trends most companies already are encountering: smart grid, big data, next-gen buildings and cities, connected vehicles, cloud computing, the "Internet of things," the sharing economy, and more.

This mash-up of technology and trends have significant implications for sustainability, with the potential to create gigaton reductions in carbon emissions along with dramatic reductions in other pollutants, all while reducing congestion, improving health and safety, and raising standards of living. It extends to policy, where it could lead to the introduction of supportive standards and regulations, or the removal of existing regulations that stand as barriers to more widespread implementation of VERGE technologies. Finally, the VERGE opportunity extends to a wide range of business processes and operations, affecting such activities as facility management, supply chain, purchasing, information technology, manufacturing, logistics, even human resources.

Several major trends will impact the nature of the sustainability profession and the skillsets needed.

All of these trends will, over time, buffet corporate sustainability professionals in some, if not all, sectors. As they do, they will likely impact the nature of their jobs and the skillsets needed.



# INSIDE JOB: COMPENSATION DOESN'T TELL THE FULL STORY

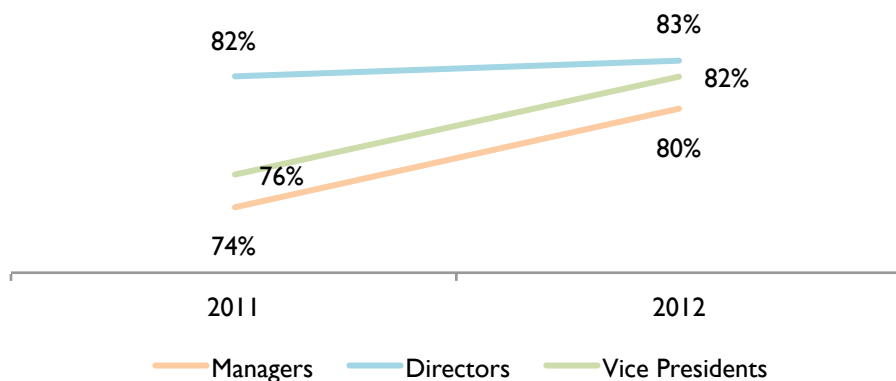
The role of leading sustainability is fairly new and, as we noted previously, many managers and executives have transferred into the role from other disciplines. That makes reporting on salaries an imperfect science at best, but one worth pursuing if just to provide a touchstone. Further complicating matters is that one company's director in a flattened organization is another company's vice president in a many-layered hierarchy. As we said earlier, this is a

profession that lacks industry norms and standards.

We are in our third year of surveying the profession, and there are certain trends that are coming more clearly into focus. Perhaps most significant, between 80 and 83 percent of sustainability team members in our most recent survey received raises in the past year (see Figure 14) which is better than in 2011.

There is an extreme lack of racial diversity in the profession as well as a significant pay gap for professional women.

Figure 14: More than 80 percent of sustainability professionals received raises last year



Source: GreenBiz Intelligence Panel (n = 260)

We also continue to see that a graduate degree is a key to professional success, especially for vice presidents and directors. And overall, sustainability professionals are a relatively happy lot. Eighty-six percent report that they are either satisfied or very satisfied with their job.

But there are other issues that, while not unique to the sustainability profession,

shouldn't be overlooked. There is little racial diversity in the sustainability department. Ninety-two percent of vice presidents are white, as are 94 percent of directors and managers. Suffice to say, that doesn't look much like the overall population.

While women constitute 50 percent of sustainability managers and 49 percent of directors, they account for only 37 percent of

the vice presidents surveyed. There is also a significant pay gap that increases as women climb higher into management ranks. Men who are managers and directors make 7 percent and 9 percent more than their female counterparts but male vice presidents make 25 percent more than their female peers. Again, this is not unique to sustainability. According to

a recent Institute for Women's Policy Research report (download [here](#)), if change continues at the same slow pace as it has for the past 50 years, it will take almost another 50—until 2056—for women to finally reach pay parity.

## A Q&A WITH RUPERT DAVIS, MANAGING PARTNER, SUSTAINABLE MEANS

Rupert Davis heads a boutique search firm specializing solely on high-level sustainability leaders and sustainable business strategy. We asked him whether he had observed any difference in the type of searches for sustainability roles he is performing this year versus previous years. “We have been focused on scaling up the large consulting firms with a combination of senior executive hires and boutique acquisitions,” he responded. “There is still a good market for consulting gigs in the \$1 million-plus range, which implies that a number of Fortune 500s continue to take sustainability strategy very seriously. The industry market definitely fell off with the recession though.”

When companies choose to look outside, we asked, what are their reasons for doing so?

“To unlock the real strategic value in sustainability requires a very different background than a traditional EHS or corporate responsibility path,” said Davis. A CSO needs to be a trusted internal partner to the C-Suite and credibly speak the language of growth, financial opportunity, innovation, entrepreneurship and P&L. Yet, they also need to understand the issues and be credible in the stakeholder universe.

“At that level of seniority within firms, it is hard to find someone who has all of that, because 20 years ago this wasn't a defined career path or on the U.S. agenda. This will change in 10

years as the next crop of sustainable MBA talent comes through.”

One solution large companies use now to help external hires succeed, said Davis, is to “partner up a trusted internal pair of hands, who has the right corporate networks and sponsorship, with an external hire. The external hire tends to be a talent who can see the emerging future marketplace and who has a significant track record of driving sustainability change programs to deliver growth and profitability. This is ideally combined with strong external credibility and NGO recognition, (and the right reporting line), to counter greenwashing concerns. Getting both (external credibility and a track record driving sustainability change) with an internal hire is pretty rare.”

Davis noted that a chief sustainability role can also be akin to an internal consultant, driving enterprise transformation programs across functions and units with senior level cross-functional governance. “Strategic opportunities in sustainability differ by sector. Depending on whether the issue is more about new markets, product and brand opportunity, cost opportunities, employee engagement or operational, reputational or legislative risk, will determine the kind of talent required. A hire for a firm with an evolved and embedded program is very different than for a laggard seeking to

catch or overtake their competitors, and it is often the laggards who most need to hire outside.”

What advice does Davis give candidates who are looking to move into their sustainability role?

“The key to success is finding out who your existing senior allies are, and delivering tangible financial wins early. These proof-of-concept pilots can enroll the C-Suite behind a more extended program. It is important not to get overwhelmed and be strategic in focus. Having simple clear goals is critical. Learning to speak the language of your internal audiences and articulating programs so there is a clear benefit to whichever internal department you are working with is very helpful. Working the reporting rankings over the longer run is helpful for marketing, both for the firm and for you for future positions.”

Finally, we asked Davis to provide his perspective on what makes a great candidate for a sustainability position.

“A great CSO or VP Sustainability is someone who can think like a combination of a CMO, a CFO, an early-stage entrepreneur, a politician, and a top strategy consultant, and very specifically understand and apply that to the culture of the firm at hand.”

Perhaps most optimistically, Davis predicted that “In the future, the CSO role could be a path to CEO, so long as there is significant P&L experience in the mix.”

# COMPENSATION OVERVIEW

According to a survey of 857 U.S. companies conducted by Towers Watson Data Services “companies are planning pay increases that will average 2.9% in 2013 for their salaried non-management employees. This represents a moderate increase from the average 2.8% raise salaried non-management employees are receiving this year and 2.7% they received in 2011. Similar raises for 2013 are planned for executives and non-exempt employees.”

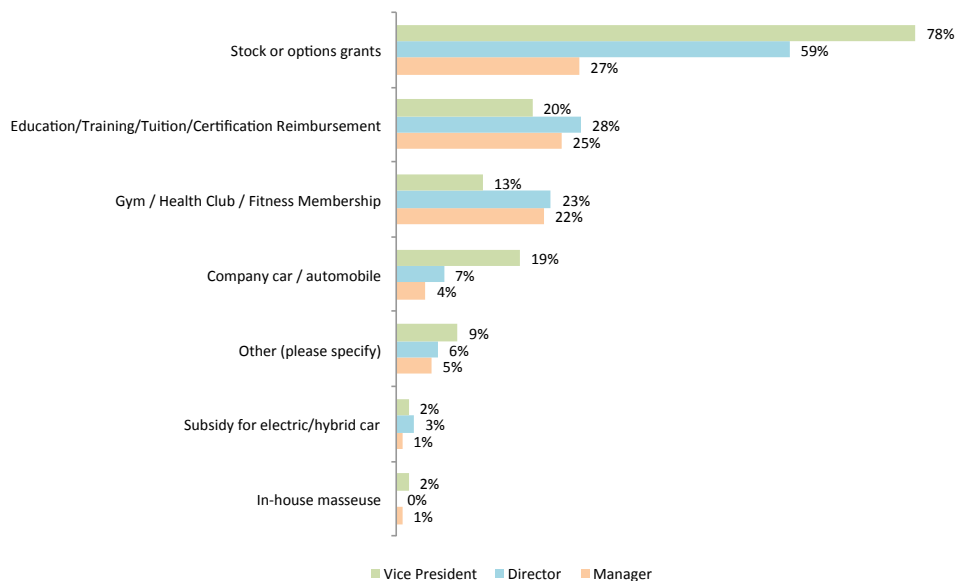
The pages that follow present detailed results in terms of what affects compensation for the three most identified titles in our survey of sustainability executives:

- Vice President
- Director
- Manager

Compensation for each of these titles is analyzed in terms of salary as well as additional forms of compensation such as bonuses and stock or options grants. The results are also analyzed to determine major factors that can influence compensation such as age, experience, gender, and education.

Compensation for each of these titles is analyzed in terms of salary as well as additional forms of compensation such as bonuses and stock or options grants.

Figure 15: In addition to salary and bonus, sustainability executives are receiving other benefits.



Source: GreenBiz Intelligence Panel (n = 279)

The vice president of sustainability has a compensation package that includes performance-based bonus achievements and equity participation in addition to a base salary. Attaining this title at a large corporation requires experience. Seventy-seven percent of our respondents at this level have more than 16 years of experience.

The information presented here is based upon responses from vice presidents and senior vice presidents working at companies with revenues greater than \$1 billion, unless specifically noted.

**Compensation.** The average salary for a vice president of sustainability has slowly grown, from \$218,409 in 2011 to this year's all-time high of \$223,510. Over the course of the past

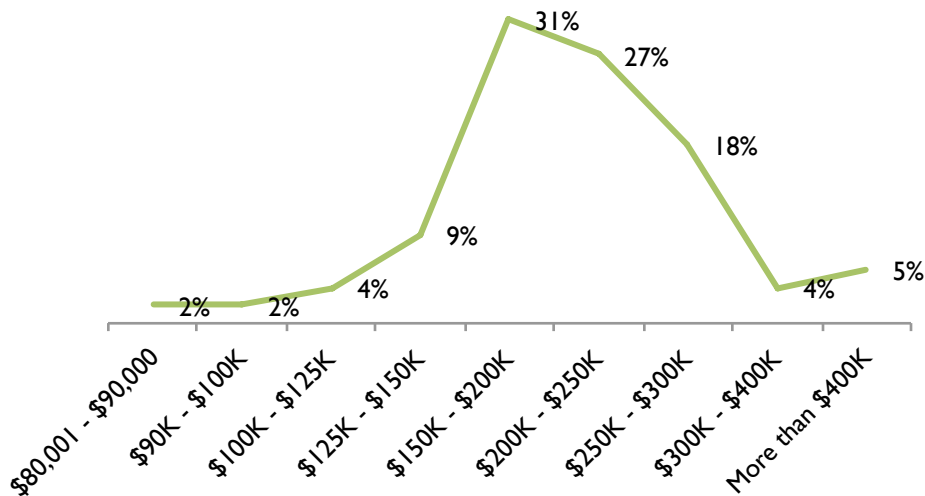
two years, the median salary (the mid-point of the salary range) has held steady at \$225,000.

In terms of industry sectors, the results are similar to previous years, with the automotive, retail, and technology sectors providing the highest compensation for vice presidents while financial services provide the lowest average salary.

As we noted earlier, 6 percent more vice presidents got raises this year than last; the average raise was 3.8 percent. But for senior executives, salary is only one piece of an overall compensation package.

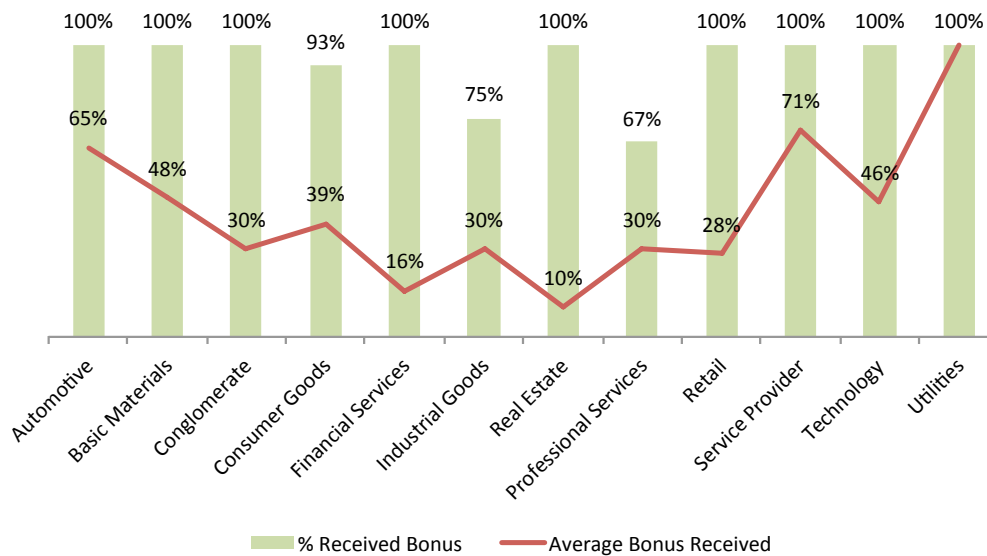
In terms of performance-based compensation, 94 percent of vice presidents received a bonus. The average bonus for a vice president

Figure 15: Vice President and Senior VP Salaries



Source: GreenBiz Intelligence Panel (n = 52)

Figure 16: Bonuses for Vice Presidents and Senior Vice Presidents



Source: GreenBiz Intelligence Panel (n = 52)

was 43 percent of base salary. In terms of other perks, 78 percent of vice presidents received stock or options grants and almost one in five (19 percent) received a company car as well as education reimbursement (20 percent).

**Gender.** Men continue to dominate at the highest levels of sustainability inside companies, but gains have been made by women. In 2010, 31 percent of vice presidents were females, while in 2012 that number rose to 37 percent.

In a study by the Institute for Women's Policy Research in 2011, the gender wage gap for working women in the 10 occupations with the highest median income was 82.2 percent. In our recent survey, female vice presidents

earned 80 percent as much as their male counterparts.

**Education.** In the past, the degree attained by vice presidents hasn't accounted for much of a pay differential. This year's data again identifies very little in terms of a gap between those executives with a master's degree and those with only a bachelor's. In fact, the average salary for a vice president with a bachelor's degree is 2 percent higher than one with a master's degree (\$224,107 versus \$218,750). However, if a single outlier is taken out of the equation, a vice president with a bachelor's degree earns 89 percent of their peers with a master's degree. Perhaps more notable is that 51 percent of vice presidents have a master's degree and another 15 percent have a Ph.D.

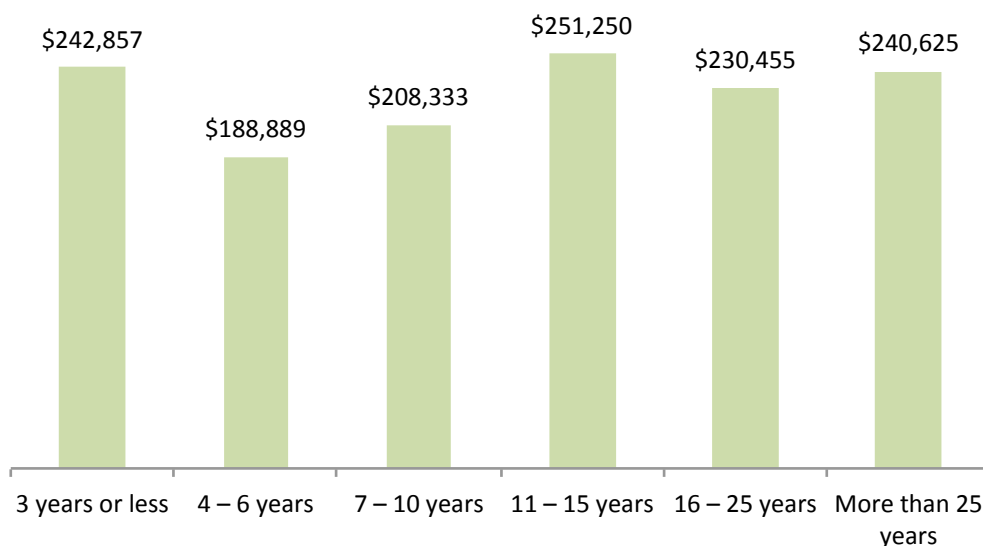
**Age.** Age doesn't have a significant impact on vice president salaries as much as it does on attainment of the role. Sixty-one percent of all vice presidents are 51 or older while 29 percent are between the ages of 41 and 50. That leaves just 10 percent of vice presidents under age 40. What this all means is that at this higher executive level, compensation doesn't favor age as much as it does achievement or the attainment of the title.

**Experience.** As with age, the years of work experience is not an influential factor when it comes to salary. It is more a criterion for getting the job in the first place. One interesting trend

is that the years of work experience of vice presidents has been decreasing. In 2010, 93 percent of vice presidents had 16 or more years of experience; in 2011 that number dropped to 88 percent.

In 2012, 77 percent have 16 or more years of work experience (55 percent of vice presidents have 25 or more years of work experience and another 22 percent have 16 or more years on the job). While work experience is key to attaining the vice president position within a company, the years at one company are not as important in terms of compensation.

Figure 17: Salary by Years of Experience for Vice Presidents and Senior Vice Presidents



Source: GreenBiz Intelligence Panel (n = 52)



In many companies, the director of sustainability is the highest-ranking sustainability executive. This is true for 35 percent of the companies responding to our annual survey. As such, director and senior director compensation programs are similar to those of vice presidents in terms of achievement-based bonus and equity participation. Age and gender appear to have the most direct bearing on compensation levels. Directors in their forties earn 24 percent more than their younger counterparts (\$160,214 compared to \$124,333), and those in their fifties earn even more (an average of \$171,429).

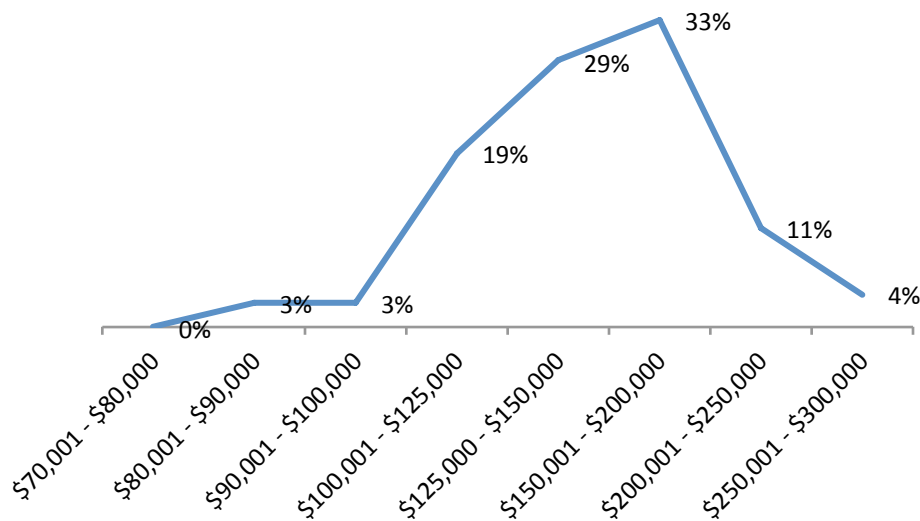
The information presented here is based upon responses from directors and senior directors working at companies with revenues greater than \$1 billion, unless specifically noted.

**Compensation.** The average salary for a director of sustainability dropped in 2012 by 2.7 percent. This alone is not a worrisome indicator, as it falls within the realm of potential statistical error. What is surprising is the median salary for directors decreased from \$175,000 to \$138,500, a trend that went in a different direction from vice presidents or managers.

The automotive, technology, and basic materials industries provide the highest average salaries (\$212,833, \$180,971, and \$177,700 respectively). At the lower end of the scale are service providers and utilities (\$132,545 and \$125,500 respectively).

Approximately the same number of directors received raises this year as last (83 percent) and that raise was an average 4 percent. In

Figure 18: Director and Senior Director Salaries



Source: GreenBiz Intelligence Panel (n = 112)

terms of performance-based compensation, 88 percent of directors reported receiving a bonus, slightly down from 91 percent last year. The amount of bonus received by directors showed a slight increase compared to last year's and rose to 26 percent of their base salary.

In addition to salaries and bonuses, 59 percent of managers received stock or options grants, a drop of seven percentage points from last year. Twenty-eight percent received educational support, and 23 percent got health club memberships.

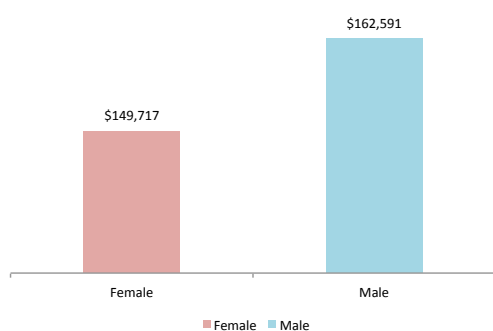
**Gender.** Over the past three years we've seen the number of female directors responding to our survey rise from 37 percent in 2010 to 41 percent last year and now approaching parity at 49 percent. While this may reflect equality in

terms of opportunity, there is still no parity in terms of pay. Men are making on average 9 percent more than women.

**Education.** As in years past, the level of education achieved by directors doesn't account for a huge pay differential. Those with a master's degree earn only 2.1 percent more than their counterparts with a bachelor's degree.

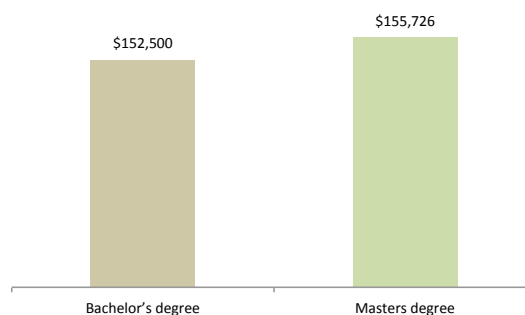
**Age.** There is a definite age gap when it comes to director's salaries. In our 2010 survey, salaries jumped for those over forty by 24 percent when compared to those under forty. As an indication of having to pay your dues before becoming a director, those over 40 make up more than 76 percent of all directors and senior directors.

Figure 19: Gender Gap



Source: GreenBiz Intelligence Panel  
(n = 108)

Figure 20: Education Gap



Source: GreenBiz Intelligence Panel  
(n = 101)

Compensation for sustainability managers has remained relatively constant since we first conducted our survey in 2010. Over that time, though, the median salary has risen by \$12,500 and more managers received raises and bonuses this year than last year.

While more women are becoming managers, a gap in pay exists – a gap that only increases as they continue in their careers. In terms of education, the early advantage of an MBA is somewhat negligible but it pays off later in your career.

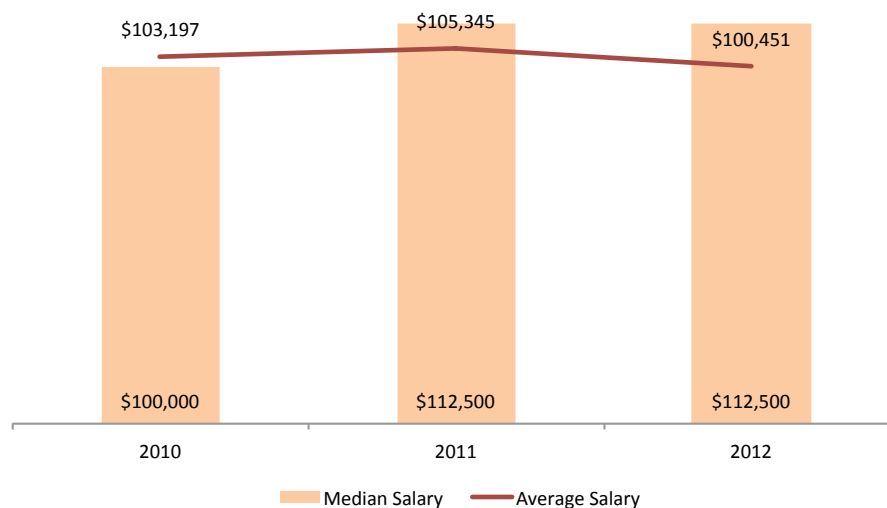
Age plays less of a role in holding back a manager’s earning potential. In previous years, we noted a significant bump in pay once one reaches 40. That increase now comes earlier for managers who are over 30.

The information presented here is based upon responses from managers and senior managers working at companies with revenues greater than \$1 billion, unless specifically noted.

**Compensation.** The average salary for a sustainability manager has fluctuated from \$103,197 in 2010 up to \$105,345 in 2011, then dropping to \$100,451 this year. A more consistent indicator is the median salary (the mid-point of the salary range). That rose in 2011 from \$100,000 to \$112,500. The median salary has remained at that level in 2012 even while the average salary dropped by \$5,000.

The healthcare and automotive industries provide the highest average salaries (\$131,011 and \$120,600 respectively). At the lower end of the scale are service providers and real estate firms (\$89,667 and \$85,000 respectively).

Figure 21: Change in Salary for Managers and Senior Managers



Source: GreenBiz Intelligence Panel (n = 99)

As we noted earlier, 6 percent more managers got raises this year than last. Managers also received the highest percentage average raise at 4.5 percent. In terms of performance-based compensation, 81 percent of managers reported receiving a bonus, up from 74 percent last year. The amount of bonus received by managers was approximately the same as last year's at 13 percent.

In addition to salaries and bonuses, 27 percent of managers received stock or options grants, 25 percent received educational support, and 22 percent got health club memberships. Unlike 2011, there were no free bicycles.

**Gender.** Over the past three years we've seen the number of female managers responding to our survey rise from 39 percent in 2010 to 47 percent last year and now reaching parity at 50 percent. While this may reflect equality in terms of opportunity, there is still no parity in terms of pay. The gap has closed slightly this year, with men making on average 7 percent more than women. In previous years, that gap was closer to 12 percent. But the gap only grows wider as women advance in their careers.

**Education.** The correlation of higher salaries for the higher educated is not impacted at all by gender as an equal number of men and women responding to our survey have a bachelor's degree as those with a master's. A master's degree commands a higher salary but not as much as in previous years.

In 2010, the average salary of a manager with a master's degree was 19.6 percent higher than one with a bachelor's degree. That difference dropped to 15 percent in 2011 and 6 percent this year. Thirty-nine percent of managers earning more than \$100,000 have a master's degree. Only 12 percent of those with a bachelor's degree are earning more than \$100,000.

**Age.** There is a definite age gap when it comes to manager's salaries but that gap is shifting to favor youth. In our 2010 survey, salaries jumped for those over age 40 by 23 percent when compared to those under 40. In 2012, there's a 28 percent jump for those over 30 when compared to those under 30.

Figure 22: Additional Compensation for Managers and Senior Managers



Source: GreenBiz Intelligence Panel (n = 113)

# APPENDIX A - PROFILE OF SURVEY RESPONDENTS

The 2013 GreenBiz State of the Profession Survey was based on a survey of the GreenBiz Intelligence Panel, consisting of executives and thought leaders in the area of corporate environmental strategy and performance. Panel members participate in brief monthly surveys, providing their expertise and perspective on corporate initiatives, laws and regulations, and scientific advances that are shaping the sustainability agenda.

## METHODOLOGY

Data for the State of the Profession Survey was collected from July 26 to August 10, 2012. The survey was conducted online and an email link was sent to the panel's 4,207 members inviting them to participate anonymously in the survey. With 536 usable responses, the survey had a 12.7 percent response rate. The margin of error is plus or minus 3.9 percent at the 95 percent confidence level.

## FOCUS ON LARGE COMPANIES

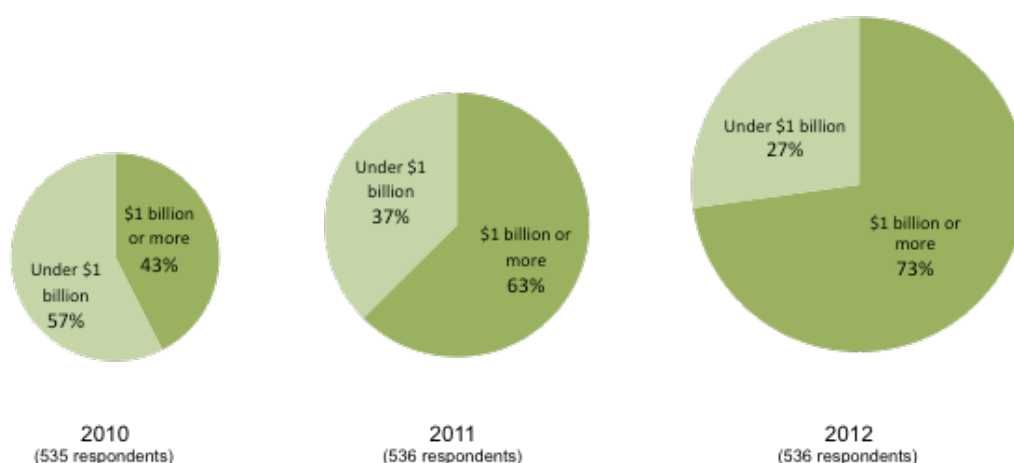
One of the biggest changes in the survey sampling this year is the response rate from large corporations (those with revenues greater than \$1 billion, see Figure 23). In 2010, that demographic accounted for 43 percent of our 535 respondents and in 2011, 63 percent of our 536 respondents worked for large firms. This year, 73 percent of our respondents work for large companies.

For both large and small firms, we asked if those surveyed considered their job to be a full-time environmental sustainability position. Almost all of our participants do, with 96 percent of those employed by large firms are working full-time on sustainability along with 97 percent of those working for small firms.

This year, we continue to report on salary and other data for managers, directors, and vice

The 2013 GreenBiz State of the Profession Survey was based on a survey of the GreenBiz Intelligence Panel, consisting of executives and thought leaders in the area of corporate environmental strategy and performance.

Figure 23: A Focus on Large Companies



Source: GreenBiz Intelligence Panel (n = 113)

presidents at large and small firms alike. We are also providing additional insights relevant to sustainability leaders in large corporations as their roles mature to a point where responsibilities are becoming more clearly defined.

### THE GEOGRAPHY OF RESPONSES

Ninety-three percent of the survey respondents live and work in the United States. Responses came from 42 of the 50 states, with the most coming from California (19.3 percent) and New York (8.7 percent). Among other countries, 2.4 percent of the respondents hail from Canada and 1.2 percent from the United Kingdom. The remaining 3 percent responded from 11 other countries.

### REVENUE AND INDUSTRY SECTORS

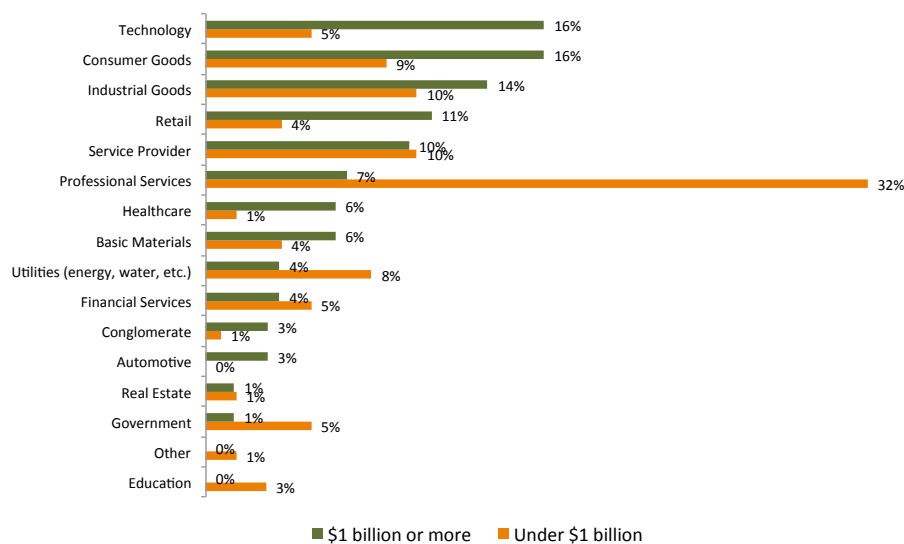
Responses from the survey have been analyzed based upon both company size and

industry sectors. As mentioned, large companies with revenues greater than \$1 billion represent 73 percent of the survey sample, whereas companies with revenues below \$1 billion account for 27 percent of the responses.

Figure 24 presents an overview of the respondents by industry sector and segmented by large companies (revenues greater than \$1 billion) and small to midsize companies. Professional services companies make up 32 percent of the overall sample of small to midsize firms, overweighting the aggregated results of companies with revenues under \$1 billion.

Large companies are more evenly represented across all major industry sectors. A description of the types of companies included in each sector is provided in Appendix B.

Figure 24: Respondents by Industry Sector



Source: GreenBiz Intelligence Panel (n = 503)

The following is the list of industries and their descriptions presented to survey respondents for classification.

- Automotive
- Basic Materials (including chemicals, metals, oil & gas, specialty chemicals, etc.)
- Conglomerate
- Consumer Goods (including appliances, auto parts, food & beverages, business equipment, housewares, office supplies, paper & paper products, apparel & textiles)
- Education
- Financial Services
- Government
- Healthcare
- Industrial Goods (including aerospace, cement, machinery, building materials, industrial equipment, machine tools, and waste management)
- Professional Services (including accountants, architects, attorneys, business consultants, public relations, etc.)
- Real Estate
- Retail
- Service Provider (distributor, wholesaler, packaging & labeling, logistics, airlines, hotels, media & entertainment, etc.)
- Technology (Hardware, software, telephony, etc.)
- Utilities (energy, water, etc.)



Defining and accelerating the business of sustainability.

GreenBiz Group is an integrated media, events, and research company whose mission is to define and accelerate the business of sustainability. It does this through a wide range of products and services, including its acclaimed website GreenBiz.com and e-newsletter GreenBuzz; high-quality webcasts on topics of importance to sustainability executives; conferences and events, such as the annual GreenBiz Forum, the GreenBiz Innovation Forum, and the global series of VERGE events; research reports, such as the annual State of Green Business report; and the GreenBiz Executive Network, a membership-based peer-to-peer learning forum for sustainability executives. GreenBiz Group was cofounded by veteran sustainability writer and speaker Joel Makower and B-to-B publishing executive Pete May. Eric Faurot, who has built and run some of the tech world's leading conferences and expos, rounds out the executive team.

## GreenBiz EXECUTIVE NETWORK

The GreenBiz Executive Network is a unique and powerful peer-to-peer networking forum for senior sustainability professionals at large companies, led by members and backed by the domain expertise of GreenBiz Group and an experienced team of researchers and facilitators. Visit [www.greenbiz.com/gben](http://www.greenbiz.com/gben) to learn how to join the leading peer network of companies driving the sustainability agenda.