NATION SWELL

THE GREEN SEAT GUIDE:

Strategies for effective sustainability leadership

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Preface

Climate urgency is intensifying

The United Nations Framework Convention on Climate Change (UNFCCC)'s Global Stocktake synthesis report in September 2023 has crystallized the stark reality we face: the window for meaningful action to secure a sustainable future is narrowing with alarming speed. The report, the most thorough assessment of global climate progress since the Paris Agreement, delivers a sobering message: to mitigate the worsening impacts of climate change, a transformative shift is imperative across all sectors of society.

Highlighting the pivotal role of global and domestic capital markets in scaling up both mitigation and adaptation efforts, the report underscores the undeniable truth that increased engagement from the private sector is not just beneficial, it is unequivocally necessary. In this moment of unprecedented urgency, businesses stand at the forefront of a monumental challenge: to pivot strategies, operations, and investments toward initiatives that safeguard the planet while securing a viable economic future. The task ahead is daunting, yet rich with the potential for innovation, leadership, and transformative change.

Regulation is driving up demand for sustainability leadership

Fortunately, many companies are leaning in, motivated in large part by significant changes in the regulatory environment. Notably, the EU, U.S., and the state of California are mandating companies within their jurisdictions to provide a higher degree of transparency around how they are managing climate-related risks and opportunities.

In recent years, the number of chief sustainability officers (CSOs) within businesses has grown substantially. According to a PwC study, the number of CSOs hired in 2020 and 2021 nearly matched the cumulative total from the prior eight years (PwC, 2022). In 2023, more than six times more CSOs were appointed than in 2011 (Weinreb, 2023).

The average team size for CSOs is also increasing (GreenBiz, 2022), suggesting that businesses are not only appointing leaders to steer their sustainability agendas but are also allocating the necessary resources and personnel to support these efforts effectively.

We expect this trend to continue as regulatory pressures mount and as companies increasingly recognize the value of sustainability in driving innovation, mitigating risk, and creating long-term shareholder value.

The sustainability executive's mandate is evolving

The sustainability leader's role is not only becoming more common, it is also changing shape. Today, more executives than ever before are dedicating their full attention to sustainability. In fact, 73% of CSOs now have a standalone title, a substantial rise from 48% in 2011 (Weinreb, 2023). Similarly, 76% of CSOs today are part of the corporate leadership team, up dramatically from 41% in 2011 (Weinreb, 2023).

While CSO roles were once associated with marketing and communications, or the pursuit of voluntary environmental aspirations, today's CSOs are deeply involved in a range of critical functions, including compliance, operations, procurement, legal, finance, employee engagement, and overarching corporate strategy. As of 2023, no CSOs report through marketing, a stark contrast to the 16% who did so in 2011 (Weinreb, 2023). Where CSOs do not report directly to the CEO, the most common reporting line is through the chief operating officer (COO).

Core responsibilities of a CSO have expanded to include:

- Aligning and embedding sustainability goals with business operations
- Influencing stakeholders and fostering a movement around sustainability
- Managing upside and downside climate risk
- Engaging directly with investors and regulators
- Overseeing increasingly complex compliance and reporting requirements.

> As a chief sustainability officer, you're going to be at the enterprise level in corporate headquarters and orchestrating the work throughout the company. You want to be inspiring, you want to create the right incentives, you want to enable the cross-functional connections throughout the company, provide the right level of support, change mindsets on the part of people you're working with, and figure out how to unleash the superpower that your company has, because every company has that superpower.
>
> **MICHAEL KOBORI**
> Chief Sustainability Officer, Starbucks

Sustainability leaders today require advanced leadership skills and new competencies

This contemporary version of the role demands a diverse set of skills and competencies.

Sustainability leaders must be:	Sustainability leaders must possess:
Agile	A strong capacity for relationship-building
Solutions-oriented	Near superhuman diligence
Collaborative	An understanding of constraints
Entrepreneurial	A curiosity that drives continual learning
Perceptive	A dogged determination for navigating the many challenges and opportunities ahead of them

Increasingly, CSOs are coming not only from the ranks of seasoned sustainability experts but also from diverse professional backgrounds. This trend underscores the multidisciplinary nature of sustainability challenges and the varied skill sets required to address them. Regardless of their expertise or background, many new sustainability leaders find themselves navigating uncharted waters when tasked with steering an entire enterprise toward a set of ambitions that may have little or no precedent. This new mandate demands more than just technical knowledge; it calls for leadership, vision, and the ability to inspire change at all levels of an organization.

> You have to be willing to lead and do. I still build slides. I did the proxy. I lead and I do.
>
> CORPORATE SUSTAINABILITY LEADER

The Green Seat Guide seeks to transfer learned wisdom and practical guidance from experienced CSOs to today's growing cadre of sustainability leaders

While technical guidance on sustainability is readily available through consultants, vendors, and the scientific community, there remains a significant gap in the transfer of practical wisdom. The field of sustainability is burgeoning, yet the pool of individuals who deeply understand and embody the role of a CSO—those who have worked through its challenges and opportunities—is still relatively small.

The purpose of *The Green Seat Guide*, therefore, is to bridge this gap by conveying learned wisdom from experienced sustainability leaders. It aims to accelerate the impact of sustainability leaders—those who are new to the role, and those who are evolving their mandates—by offering insights, strategies, and lessons learned from those who have done the job, even pioneered it. Each chapter also includes a selection of practical tools to support the adoption of key ideas and tactics.

We hope you enjoy and benefit from the pages that follow.

Contributors to *The Green Seat Guide*

The Green Seat Guide is fundamentally a synthesis of the teachings and guidance shared by a diverse and accomplished group of sustainability executives. NationSwell is in gratitude to the following individuals for the gift of their time, expertise, and wisdom in the development of this report:

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Chapter 1

Developing a sustainability strategy

The task of developing a sustainability strategy is a foundational – if daunting – part of the sustainability leader's mandate. Whether you're establishing your organization's inaugural sustainability plan or injecting new life into an existing strategy, success requires more than just strategic acumen. It requires rapid, comprehensive learning about a complex enterprise and a nuanced grasp of the forces that motivate your key stakeholders.

Chapter 1 of *The Green Seat Guide* explores the art of crafting a sustainability strategy, drawing on the rich insights of those who have navigated this process before.

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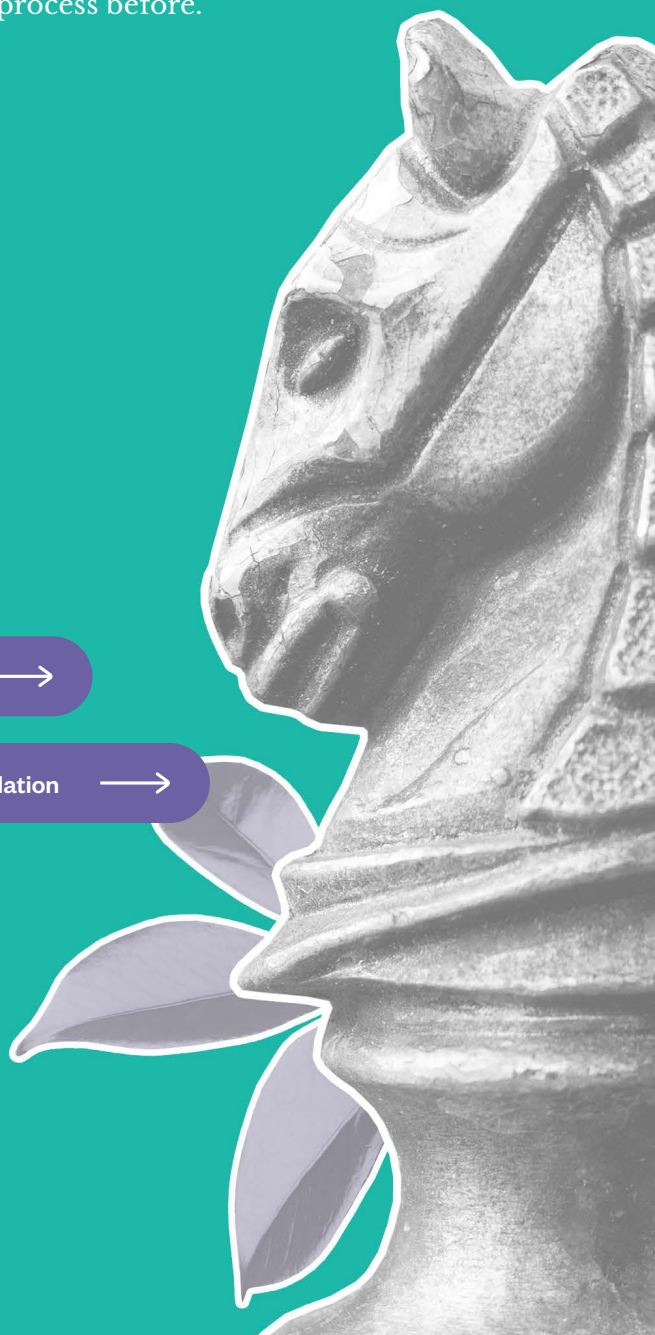


Section 1

Getting to know your business inside and out

A successful sustainability strategy begins with a deep and thorough understanding of your organization. There's no universal blueprint for sustainability leaders to work from — strategies are deeply unique to each organization, shaped by its mission, operations, and culture. This initial legwork is critical.

Shaping your own introduction to the organization

Your first six months should be treated as a period of intense learning and relationship building. In fact, the work starts before you start.

Optimize your interview process: Your role in developing a strategy begins with curiosity during the interview process. It is your opportunity to seek a nuanced understanding of the company's expectations for the sustainability leader role—whether its biases lean toward a compliance-only mandate, marketing and PR, or a larger and more strategic climate ambition.

Ask about:

The integration of the sustainability leader role with the company's core strategy

Corporate decision-making processes

Reporting structures

Existing sustainability commitments, and progress to date

These early conversations lay the groundwork for your strategic planning, offering a sneak peek into the challenges and opportunities that lie ahead.

Customize your own onboarding: Traditional onboarding programs may fall short in offering the depth of insight and stakeholder introductions necessary for a new sustainability leader. Take the opportunity to co-design your own introduction to the organization so that you get access to the information and people you'll need in order to build early momentum.

Building relationships

From the beginning of your onboarding, you should introduce yourself to a variety of stakeholders across the organization, many of whom will become key to your strategy development and execution. Dedicate significant time to meeting with other C-suite members, functional leaders (finance, marketing, HR, operations, supply chain, procurement) and business unit heads. Just as importantly, get to know your board of directors. What are their expectations? Their level of ambition for sustainability? Their chief concerns?

> Go make the case early and often that you want to be trained the way that someone coming in to run a P&L business is being trained.
>
> **NATE HURST**
> *former Chief Sustainability Officer at BlackRock, Wells Fargo, and HP*

Focus on getting to know what motivates people: This phase is about building a comprehensive understanding of the organization's human and operational ecosystem. While discussions with other C-suite members are vital to understanding the organization's operational dynamics, they're even more useful to understanding the individuals you'll ultimately need to influence when your strategy takes shape.

Encourage openness in these interactions, aiming to learn about:

- The nuances of each stakeholder's role
- Performance incentives
- Personal motivations, concerns, and perspectives on sustainability

And, take the opportunity to begin identifying the ways you can directly support their work, not just what you'll need them to do for you.

> One of the most important things I was told decades ago was you have to meet people where they are and you have to ask them what are their challenges and what are their goals? And you need to find ways through sustainability to support them in achieving those goals. There's so much gymnastics that has to happen in sustainability because it's not always deemed as mission critical, or there's no muscle memory around it. People just don't always have it on the front of their minds, you must stay persistent and on their radar.
>
> **LETITIA WEBSTER**
> *Managing Director and Chief Sustainability Officer, Goldman Sachs Asset Management*

Establishing a comprehensive knowledge base

In addition to building relationships and understanding the people that make up the organization, sustainability leaders should prioritize several key areas of business and market knowledge early in their tenure.

> You need to have spent some days walking in the shoes of each of these professionals.
>
> **GINA TESLA**
> *Vice President, ESG, Coupa*

Understand business operations: Seek a thorough understanding of how the organization generates revenue, makes decisions, and incentivizes its people. This includes grasping the nuances of product lines, service offerings, and the financial mechanisms that drive the business.

Assess the institution's sustainability journey: Map out the sustainability history and status quo of the organization. This involves understanding past and present sustainability commitments, the motivations behind them, and the organization's sustainability maturity. What are its aspirational goals? Is the company's highest aim to achieve compliance, industry leadership, or something in between?

Evaluate the external context: Gather information about industry trends, competitor strategies, regulatory requirements, and global sustainability frameworks. This external landscape assessment helps in positioning the organization effectively in the market and within the broader sustainability discourse.

TOOL A:
Sustainability landscape assessment components →

Measure your baseline impact: Work with a qualified and credible consultant to collect and audit data on the organization's current environmental footprint and climate impact. This analysis encompasses all the ways in which a company interacts with the environment, including its use of resources, emissions, waste generation, and the indirect impacts associated with its value chain. The goal of this analysis is to identify and measure the environmental consequences of a company's activities, from the extraction of raw materials through to the end-of-life treatment of sold products. If your goal is to measure your company's footprint over a one-year period, be mindful of selecting a time period that represents relatively normal operations for your organization (e.g., no extended and irregular operational disruptions).

Create an accountability map: With the help of senior leaders and other stakeholders, visualize the array of individuals up and down the organization who own – or should own – some level of accountability to its sustainability goals.

> Who are the most logical owners for these commitments? Where does the responsibility ultimately lie? I identified those people by name in the organization and put them all on the map. I think that was crucial.
>
> **ERIN MEEZAN**
> *Chief Sustainability Officer, JLL*

TOOL B:
Preferred consulting and technology solutions →

TOOL C:
Sustainability accountability map components →

Section 2

Roughing out a draft strategy

Equipped with a thorough understanding of your organization's business model, sustainability status quo, and the broader context in which it operates, you're now positioned to draft an initial sustainability strategy. The goal here is to create a foundational framework from which your comprehensive, actionable plan will evolve.

Drafting the framework

Index heavily into what you've learned about your context: Your initial strategy should mirror your organization's current position and aspirations in sustainability. This is not about imposing a one-size-fits-all solution; it is about weaving sustainability into the fabric of the existing corporate identity. Remember, the goal at this stage is to draft a plan that resonates with the realities of your organization and its overall business strategy, avoiding the pitfall of proposing ambitious yet unattainable goals.

> The advice I wish I had when I started is that the most important thing to do to actually get momentum is to ensure that the way you design and define this for your organization is in the most aligned method to the company's focus. Really commit yourself to defining a sustainability strategy that works in harmony with the corporate mission, purpose, and vision.
>
> CORPORATE SUSTAINABILITY LEADER

Let the data guide you: Ground your strategy in the environmental data collected during your baselining, footprint analyses, and other initial activities. Focus on the primary drivers of your company's environmental footprint and identify actionable levers for improvement. This data-driven approach ensures that your strategy is rooted in reality, focusing on areas where your efforts can have the most significant impact.

> Whatever strategy that one is developing around sustainability, it has to be grounded in the data. What are the activities in your business that drive that footprint? And what can you do? What are the levers you can pull to reduce the footprint? Those are the fundamental building blocks to then building your strategy. Because then the strategy just falls out of the data.
>
> **MICHAEL KOBORI**
> *Chief Sustainability Officer, Starbucks*

Stay high level: Based on your analysis to date, aim to identify a small number (3 to 4) key areas where your organization can realistically make substantive sustainability advances. These focuses should emerge somewhat naturally from your deepening understanding of your business operations, sustainability challenges, and opportunities. You can later revisit and modify these focus areas in the context of your materiality assessment and additional stakeholder engagement.

Socializing the draft strategy

Return to your internal stakeholders: With a draft strategy in hand, bring it to your newly established network of engaged peers and stakeholders. This work is useful for two reasons: it provides an opportunity for feedback and refinement, ensuring that your plan resonates with different parts of the organization, and it begins the process of securing buy-in across the company. Engagement at this stage helps in uncovering potential resistance early and allows for the integration of diverse perspectives into your strategy.

Test against materiality: Your draft strategy should also be evaluated against the results of a materiality assessment—a formal process that identifies and prioritizes sustainability issues based on their significance to stakeholders and potential impact on the business. This alignment ensures that your strategic pillars are not just theoretically sound but are also focused on areas of greatest importance and impact.

Section 3

Conducting a materiality assessment

Most sustainability executives we interviewed recommend conducting a materiality assessment as early as possible when getting started. The process is not merely about gathering data; it's an exercise that plays a critical role in refining your strategy, building internal buy-in, and identifying allies for your work ahead.

TOOL D:
Overview of commonly used sustainability reporting frameworks →

TOOL E:
Materiality assessment preparation checklist →

Why conduct a new materiality assessment?

It may be required: In some cases, mandatory disclosure requirements may not give you the luxury of delay. Beyond compliance, an early materiality assessment empowers you with actionable insights sooner, facilitating the swift progression to more concrete stages of strategy development and implementation.

Access to fresh perspectives and buy-in: Even if your organization has completed a materiality assessment in the recent past (less than 2 years ago), it may be worth doing a new one sooner than later. The landscape of sustainability is dynamic, and a fresh assessment can uncover evolving priorities and risks. More importantly, it re-engages a broad spectrum of stakeholders at a moment when you are trying to become mutually dependent.

Understanding the scope and impact of materiality assessments

What materiality assessments do well:

Engage stakeholders: They are instrumental in understanding the priorities across a diverse stakeholder landscape, allowing you to integrate these perspectives into a sustainability strategy.

Build buy-in: Early involvement of potential champions in the assessment process can secure allies for future sustainability initiatives.

Ground your strategy in data: Materiality assessments help identify a broad array of risks and opportunities, providing a solid foundation for your strategy development and reporting.

Limitations of materiality assessments:

Not the end of the process: They should not dictate your strategy or goals. The insights gained should inform and refine your approach rather than define it.

Few surprises: If you've immersed yourself in understanding the business, the assessment will not – and should not – reveal unknowns about your company or industry.

Other tips from sustainability leaders:

Conduct an assessment as early as possible. Some sustainability executives report completing their first materiality assessment within six months of starting the job. The value of the process – in terms of engaging stakeholders and providing critical inputs for your strategy development – is highest in the early stages of your work.

Work with a consultant: If budget permits, partnering with a consultant to conduct your materiality assessment can add significant credibility and expertise to the process. Many sustainability executives report working with the major accounting firms, which tend to have ample experience, expertise, and tried-and-true methods for conducting high-quality assessments.

Stay personally involved: Even if consultants are involved, sustainability leaders must maintain active involvement in the process. This is an excellent opportunity to educate, involve, and cultivate sustainability champions within the organization. Your engagement is also essential in translating the assessment into actionable strategy elements and in rallying support across the organization upon its completion.

A typical process for conducting a materiality assessment

A materiality assessment requires diligent planning, many stakeholders, and often a few months of time to complete. They are designed to systematically identify and prioritize the sustainability issues that are most significant to your organization and its stakeholders. Below is a standard stepwise list of activities typically involved in this process:

Prepare and plan:

- Identify internal stakeholders to be involved in the assessment (e.g., representatives from various departments that intersect with ESG, including social impact and DEI).
- Assign a project lead. This individual will function as the primary coordinator of the assessment process, even if the assessment itself is conducted by a third party.
- Define materiality. Of particular importance, determine whether a single or double materiality standard is most relevant based on your regulatory context and organizational goals. Double materiality refers to the consideration of how ESG factors affect a company's operations and financial performance (single materiality), and how a company's activities impact society and the environment.

	- Clarify this definition internally to ensure alignment and mutual understanding among stakeholders. - Determine the boundaries of the assessment, including which parts of the organization and which sustainability topics will be covered. - Clearly articulate what you hope to achieve with the assessment, including compliance with regulations, informing strategy development, or identifying focus areas for sustainability initiatives. - Choose or develop a framework that will guide the assessment. This might be based on established standards like GRI (Global Reporting Initiative) or SASB (Sustainability Accounting Standards Board), depending on your organization's needs and goals. Some organizations report using multiple frameworks, in which case your materiality assessment should anticipate the combined reporting requirements.
Identify stakeholders:	- Identify internal and external stakeholders who will be involved in the assessment. This includes employees, customers, suppliers, investors, regulatory bodies, and community representatives. - Determine the method of engagement for each stakeholder group, such as surveys, interviews, or focus groups.
Compile material issues to test:	- Build a comprehensive list of sustainability issues that could impact your organization, drawing from internal sources, industry reports, and sustainability frameworks. - Consider both current and emerging issues that may affect the organization in the short and long term.
Engage stakeholders to prioritize issues:	- Through surveys, interviews, and/or focus groups, invite stakeholders to evaluate the relevance and impact of each issue on the organization. This involves considering the severity of the impact, the organization's influence over the issue, and the level of stakeholder concern.

> I did a series of workshops with the heads of many functions, so that they felt they were part of it. And at every step of the process, I would come back and say, 'this is where we are at.' That helps them feel accountable; that's important.
>
> **LETICIA VIVEROS PULOS**
> *Vice President, Sustainability, Fresh (LVMH)*

Section 4

Defining top strategic priorities

Equipped with a draft framework of your initial strategy and new insights from your materiality assessment, you have the right inputs to codify your top strategic priorities. Synthesize your learnings into a coherent strategy that reflects priorities and the organization's capacity to act.

Two design principles to carry throughout strategy development

Align your process with existing practices:

- Recognize that your organization has established methods for strategic planning. Your challenge and opportunity lies in harmonizing these existing practices with the unique requirements of sustainability planning. This means adapting to the organization's rhythm while gently nudging it toward what you need it to do differently.

Foster stakeholder commitment:

- As you move toward finalizing your strategic priorities, securing leadership and key stakeholder buy-in is essential. Your colleagues should not only endorse the strategy but see themselves as co-owners, understanding their role in its implementation. Your engagement with them up to this point should facilitate this transition, helping it feel like a natural step rather than a leap.
- At this point it is once again useful to re-engage with the stakeholders who have been part of your journey since the beginning. Their insights from the materiality assessment, coupled with your strategy draft, offer a rich ground for discussion about how sustainability priorities intersect with different areas of the business. An iterative dialogue is crucial for ensuring that your strategy is not only reflective of the organization's sustainability context but is also pragmatic and actionable across departments.
- In these conversations you can validate findings from your materiality assessment with internal stakeholders to ensure the results accurately reflect the priorities and concerns of all parties, while aligning on the implications for the organization.

> My job is to build a movement. I have a lot of people that I work with every single day that are subject matter experts in the fields that I really need them to be subject matter experts in. But my role as a leader is to build a movement within an organization for all of us to ensure and preserve the well-being of people on the planet. And that's something that I can build.
>
> **KIM DABBS**
> *Global Vice President of ESG and Social Innovation, Steelcase*

Strategic prioritization

Sustainability executives describe two necessary stages for moving from a materiality assessment to a final strategy:

Prioritize further: While the materiality assessment provides an initial prioritization of a large number of issues, further sorting is likely necessary. Engage with senior leaders and key stakeholders to evaluate priority issues against additional criteria such as cost implications, resource availability, potential for near and long term impact, and any draft strategy you had developed prior to the assessment. This additional scrutiny helps in focusing your efforts where they can yield the most significant benefits.

Group high-priority issues into pillars: From there, categorize the most highly-ranked sustainability issues, risks, and opportunities into broader pillars. These pillars should reflect the interconnectedness between material issues, based on a range of factors relevant to your business. The aim is to create a structured yet flexible framework that can accommodate detailed strategies and actions. It is possible at this point that you are simply refining and iterating upon what you had previously identified as the most likely key focus areas.

> You have to stay focused and tight on what you're doing if you actually want to hit your goals.
>
> **MOLLY FOGARTY**
> *Head of Corporate Affairs & Sustainability, Nestlé North America*

Moving toward action

With your strategic pillars defined and prioritized, it is time to translate high-level priorities into actionable plans. Each pillar should be broken down into specific goals, initiatives, and metrics that will guide your organization's sustainability efforts. The effectiveness of your strategy ultimately lies in its implementation.

> One of the most worthwhile things we did with our strategy was to make it simple and clear. We worked hard to boil it down from 16 focus areas to 11. Within those 11, we have 'swords' and 'shields.' Shields are the things we have to do: regulations, taxes, fees, etc. Swords are where we want to lead – climate, plastics, and oral health hygiene and education. Those are the areas that we prioritize and limit compromise and trade-offs.
>
> **ANN TRACY**
> *Chief Sustainability Officer, Colgate-Palmolive*

Developing strategies around Scopes 1, 2, and 3 emissions

The reduction of greenhouse gas emissions will factor heavily into most corporate sustainability strategies. Every company's challenges and opportunities to reduce emissions will vary. Nevertheless, there are some generalizable challenges and solutions that sustainability executives can build around when developing their strategies. Across Scopes 1, 2, and 3, leaders must invest in mechanisms, tools, and processes that facilitate the collection and analysis of high-quality data. They must report and communicate progress transparently. They must engage stakeholders up and down the value chain. And, they should consider opportunities to engage in policy advocacy to improve the regulatory and market conditions for the success of their sustainability ambitions.

More specific guidance on strategizing around Scopes 1, 2, and 3 follows.

Scope 1

Scope 1 emissions are direct greenhouse gas emissions from sources that are owned or controlled by your company. This includes emissions from combustion in owned boilers, vehicles, and chemical production in controlled process equipment.

Common challenges associated with addressing Scope 1 emissions include:

High initial costs: Implementing changes to reduce Scope 1 emissions often requires significant upfront investment: replacing old equipment, installing new technologies, or transitioning to cleaner energy sources. The capital expenditure can be a barrier, particularly for small and medium-sized enterprises or industries with tight margins.

Technology limitations: In some cases, the technology needed to significantly reduce emissions is not yet fully developed or is not commercially viable. This is particularly true for heavy industries such as steel, cement, and chemicals, where alternatives to traditional high-emission processes are still under development.

Operational disruption: Implementing new systems or processes to reduce emissions can lead to operational disruptions. This includes downtime required to install new equipment or the learning curve associated with new operational methods, which can temporarily reduce productivity.

Regulatory and policy uncertainty: Changes in environmental regulations or policies can affect the feasibility and timing of investments in emission reduction technologies. Companies may hesitate to invest in certain technologies due to uncertain regulatory landscapes or shifting policy incentives.

Measuring and reporting accuracy: Accurately measuring Scope 1 emissions can be technically challenging, especially for diffuse or indirect sources like fugitive emissions. There is often a need for robust verification processes to ensure data integrity and to comply with reporting standards and regulations.

Scope 1 strategies to consider:

Overcoming the challenges associated with reducing Scope 1 emissions requires a comprehensive approach, blending technical solutions with strategic planning and stakeholder engagement. Here are some effective strategies that companies can adopt:

1. Leverage financial tools and incentives:

- Investment in energy-efficient technology can be supported by exploring financing options such as green bonds, loans, or leases.
- Capitalize on government incentives like tax breaks, grants, and subsidies for renewable energy investments or for technologies that reduce emissions.

2. Adopt advanced technologies:

- Invest in research and development to stay at the forefront of emerging technologies that can make processes cleaner and more efficient.
- Pilot new technologies in parts of the operation to evaluate their impact before full-scale implementation.

3. Optimize operations:

- Regularly maintain and upgrade equipment to ensure it operates at peak efficiency.
- Implement energy management systems to monitor and optimize energy use across operations.

4. Engage employees:

- Educate and train employees on the importance of sustainability efforts and how they can contribute through their roles.
- Incentivize innovation among employees to find new ways of reducing emissions through everyday activities and long-term projects.

5. Plan for flexibility:

- Develop a flexible implementation plan that allows adjustments based on technological advancements and changes in the regulatory environment.
- Establish contingency plans to manage risks associated with investments in new technologies or operational changes.

Scope 2

Scope 2 emissions are indirect greenhouse gas emissions from the generation of purchased electricity, steam, heating, and cooling that a company consumes.

Common challenges associated with addressing Scope 2 emissions include:

Addressing Scope 2 emissions, while essential for a comprehensive sustainability strategy, comes with its own set of universal challenges:

Cost considerations: Transitioning to renewable energy sources or investing in energy efficiency improvements often requires significant upfront costs. Although these investments may pay off over time, the initial financial burden can be a barrier, especially for smaller or less financially flexible companies.

Availability of renewable energy: In some regions, access to renewable energy sources may be limited due to lack of infrastructure, regulatory constraints, or insufficient supply to meet demand. This can make it challenging for companies to switch to renewable energy or to secure long-term renewable energy contracts at competitive prices.

Regulatory and policy frameworks: Inconsistent or unpredictable regulatory environments can complicate decisions about investing in renewable energy. Policies may change with government administrations, affecting incentives, subsidies, or tariffs related to renewable energy.

Energy market complexity: Navigating the complexities of energy markets and understanding the implications of various options like renewable energy certificates (RECs), on-site generation, and power purchase agreements (PPAs) requires specialized knowledge and expertise, which not all companies may have internally.

Contractual and supply chain constraints: Companies often operate in leased facilities or in environments where they do not have direct control over the building infrastructure. This can limit opportunities to implement energy efficiency upgrades or install on-site renewable energy systems.

Measuring and reporting accuracy: Accurately tracking and reporting Scope 2 emissions can be challenging, especially when involving indirect energy use. Ensuring that data collection methods meet recognized standards and that the renewable energy purchased is not double-counted requires robust systems and processes.

Stakeholder engagement: Convincing all stakeholders of the benefits of investing in renewable energy and energy efficiency, especially when the financial returns are long-term rather than immediate, can be challenging. Stakeholders may prioritize short-term financial gains over long-term sustainability goals.

Technological limitations: While renewable energy technologies are advancing rapidly, they might still not fully meet the needs of all types of business operations, especially in industries with high energy demands or specific energy requirements.

Scope 2 strategies to consider:

Addressing Scope 2 emissions effectively involves a combination of energy management, strategic procurement, and engagement with stakeholders. Here are several strategies that can help reduce Scope 2 emissions:

1. Improve energy efficiency:

- Conduct energy audits to identify areas for improvement in energy usage.
- Upgrade to energy-efficient equipment such as LED lighting, high-efficiency boilers, and HVAC systems.
- Implement energy management systems to continuously monitor and optimize energy use.

2. Procure renewable energy:

- Purchase Renewable Energy Certificates (RECs) to offset your energy use. RECs certify that energy has been generated from renewable sources, allowing you to claim that portion of your energy as renewable.
- Engage in Power Purchase Agreements (PPAs), which are long-term contracts to buy power directly from a renewable energy generator. This not only supports renewable energy projects but often locks in energy costs, providing financial predictability.
- Consider participating in collective buying groups like Clean Energy Buyers Association to leverage additional resources beyond those available in-house
- Install on-site renewable energy sources such as solar panels or wind turbines if feasible, which can directly reduce the reliance on grid electricity.

3. Build green:

- Invest in green building initiatives such as LEED (Leadership in Energy and Environmental Design) or BREEAM (Building Research Establishment Environmental Assessment Method) certification, which can guide and certify your efforts to build sustainably and operate efficiently.

4. Engage stakeholders:

- Educate and involve employees in energy-saving practices through training programs and awareness campaigns.
- Communicate the business case for renewable energy investments to key stakeholders, including the potential for cost savings, brand enhancement, and compliance with regulations.

5. Make technology upgrades:

- Adopt smart grids and smart meter technology to better manage electricity demand and supply, reducing waste and improving system resilience.
- Explore emerging technologies such as battery storage systems, which can enhance the usability of renewable energy by storing excess power during low usage times for use during peak demand periods.

Scope 3

Scope 3 emissions refer to the indirect greenhouse gas emissions that occur in a company's value chain, outside of its own operations. This includes emissions from both upstream activities (like the production of purchased goods and services) and downstream activities (such as the use and disposal of products sold). Scope 3 is often the largest source of a company's emissions.

Common challenges associated with addressing Scope 3 emissions include:

Addressing Scope 3 emissions is understood to be the most complex part of a company's carbon footprint management due to the indirect nature and breadth of these emissions. Here are some of the most universal challenges companies face when tackling Scope 3 emissions:

Complexity of supply chains: Many companies operate within extensive and complex supply chains. Tracking and influencing emissions across these networks, especially when they involve numerous suppliers across different countries and industries, can be highly challenging.

Data availability and quality: Accurate data on Scope 3 emissions is hard to come by. Many companies rely on their suppliers to report their emissions data, which can vary in quality and detail. In some cases, suppliers may lack the capability or willingness to measure and report emissions data accurately.

Lack of control and influence: Since Scope 3 emissions are not directly controlled by the company, influencing reductions requires cooperation and engagement with external entities, such as suppliers, customers, and end-users, which can be difficult to achieve.

Cost and resource intensity: Addressing Scope 3 emissions can require significant resources and investments. For instance, supporting suppliers in adopting greener practices or changing consumer behaviors can entail both direct costs and substantial time investment.

Methodological challenges: There is less standardization in methodologies for calculating and reporting Scope 3 emissions compared to Scope 1 and 2.

Regulatory and market pressures: Companies are increasingly under pressure from regulators, investors, and consumers to not only report but also actively reduce their Scope 3 emissions. These pressures can come with expectations for rapid progress, which may be unrealistic given the complexities involved.

Scaling solutions: Solutions that work for direct operations or in smaller, controlled environments might not easily scale to the broader supply chain.

Scope 3 strategies to consider:

Addressing Scope 3 emissions effectively involves a strategic approach that combines collaboration, technological innovation, and systemic change across the entire value chain. Here are some effective strategies to overcome the challenges associated with Scope 3 emissions and achieve significant reductions:

1. Engage suppliers and build capacity in the value chain:

- Develop partnerships with suppliers to help them understand the importance of emissions reduction and improve their capability to measure and manage emissions.
- Offer training and resources, or co-invest in technologies that enable suppliers to reduce their carbon footprint.
- Develop risk-sharing mechanisms that make it easier for smaller players in the supply chain to invest in sustainability initiatives.

2. Enhance data collection and management:

- Implement robust data collection systems that help track emissions throughout the supply chain. Invest in software and tools that enable better data accuracy and transparency.
- Encourage suppliers to adopt standardized reporting frameworks to ensure consistency and comparability of data.

3. Update procurement policies:

- Revise procurement strategies to favor suppliers with lower carbon footprints or those committed to reducing their emissions.
- Incorporate sustainability criteria into supplier selection and evaluation processes.

4. Improve product design and innovation:

- Design products with lower carbon footprints, considering the entire lifecycle from production to disposal.
- Encourage the use of sustainable materials and processes in product design and packaging.

5. Engage consumers:

- Educate consumers on the environmental impact of their purchases and promote products with lower Scope 3 emissions.
- Offer products that are easier to repair, reuse, or recycle, extending their lifecycle and reducing waste.

6. Collaborate widely:

- Join or form multi-stakeholder initiatives that work towards common goals in reducing emissions in specific industries or supply chains.
- Participate in sectoral approaches to address common challenges and share best practices.

7. Invest differently:

- Shift investment toward greener and more sustainable operations, both internally and in the supply chain.
- Use your company's investment influence to promote sustainability practices in the companies and assets you invest in.

8. Report and communicate transparently:

- Regularly report on Scope 3 emissions to stakeholders to maintain transparency and build trust.
- Celebrate and publicize progress to encourage continued focus and effort across the supply chain.

Section 5

Setting targets

With a strategic vision and priorities mapped out, sustainability leaders are ready to help their organization set appropriately ambitious goals and targets for its environmental impact.

Key considerations for setting quality sustainability targets and KPIs

Trim down your time horizon: Sustainability goals often span decades, but it's vital to align with the business's operational timeline. While aspirations like Net Zero by 2040 are impressive and important, they might seem too distant for immediate action. Setting goals for shorter intervals, such as five years, makes targets more tangible and actionable. Consider setting milestone goals for 2030 or sooner to create a sense of urgency and a clearer path forward.

> Five years is an easy number for companies. It is long enough where you can get something done by the end. Three years, maybe. Five years, hopefully.
>
> CORPORATE SUSTAINABILITY LEADER

Horizontal and vertical alignment: Goals should not only align vertically with the organization's overarching sustainability ambitions but also horizontally across different functions and regions. This approach ensures that sustainability targets are integrated throughout the organization, with each unit or geography having specific, tailored goals that contribute to global objectives. This cascading of goals facilitates coherence and synergies across the organization, enhancing overall impact.

Hardwire accountability: Identify clear accountability for achieving sustainability targets. Ideally, this involves integrating sustainability goals into the scorecards of relevant leaders and departments. Consider leveraging mechanisms like performance-based incentives, internal carbon pricing, or water taxes as tools to reinforce commitment and drive progress toward specific goals. Such mechanisms not only underline the importance of sustainability within the organizational culture but also align personal and departmental objectives with broader environmental and social targets.

Stay SMART: For each sustainability target, develop corresponding KPIs that provide a clear measure of progress. These indicators should be SMART: Specific, Measurable, Achievable, Relevant, and Time-bound. They should allow for periodic assessment of progress and facilitate adjustments to strategies or tactics as needed.

Integrate into business operations: Ensure that sustainability KPIs are hardwired into daily business operations and decision-making processes. This integration can be facilitated through regular reporting cycles, inclusion in executive dashboards, and discussion in strategic meetings, ensuring sustainability remains a constant focus.

Communicate regularly: Transparently communicate targets and progress against KPIs both internally and externally. This openness not only fosters a culture of accountability but also builds trust with stakeholders, including employees, customers, investors, and regulatory bodies. Regular reporting on sustainability efforts and outcomes can also enhance your organization's reputation and demonstrate leadership in the market.

Embrace flexibility and adaptability: While setting clear targets is important, maintaining flexibility is too. The sustainability landscape, including technological advancements, regulatory changes, and societal expectations, evolves rapidly. Regularly reviewing and, if necessary, adjusting your targets and KPIs ensure that your sustainability strategy remains relevant and aligned with the best practices and expectations of your stakeholders.

> This is not a perfect journey, right? That's why rebaselining exists. That's why as you learn more, as what good looks like changes, you will ebb and flow with it. But you have to start somewhere.
>
> **BRIDGETTE MCADOO**
> *Chief Sustainability Officer, Genesys*

A closer look at environmental and climate targets

While the specific targets a company sets for itself will vary widely based on many variables, including their industry, size, geography, and ambitions, there are several categories of targets and commitments that are relatively common across the private sector. Sustainability leaders should become familiar with and consider the following when setting their own targets:

Carbon emissions

Common types of goals and initiatives:

Carbon reduction: Carbon reduction goals indicate a specific percentage reduction in greenhouse gas emissions over a defined period.

Carbon neutrality: With a carbon neutrality goal, companies aim to balance emitted carbon with an equivalent amount sequestered or offset. Carbon neutrality does not necessarily include other GHGs, and unlike Net Zero, it does not require companies to reduce their own emissions beyond any particular level.

Net Zero: LIke carbon neutrality, Net Zero goals require companies to completely neutralize the impact of their emissions by balancing carbon emitted with an equivalent amount removed from the atmosphere. Unlike carbon neutrality, Net Zero includes specific and high standards for emissions reductions, limiting the role of offsets and sequestration in achieving that balance. Net Zero goals are more ambitions, and more aligned with what climate science indicates is necessary to keep warming to 1.5°C.

Illustrative examples of corporate commitments and targets*

COMPANY NAME	CARBON EMISSIONS REDUCTION TARGETS
Atlassian	Achieve Net Zero emissions by 2040; set near-term science-based targets to reduce emissions by FY2025
Colgate-Palmolive	Net Zero carbon emissions by 2040
Coupa	Achieve 50% reduction in carbon emissions from electric generation by 2030 and 80% by 2040 from 2005 levels; Net Zero by 2050 including Scopes 1, 2, and some Scope 3 emissions
Duke Energy	Achieve 50% reduction in carbon emissions by 2030 and 80% by 2040 from 2005 levels; Net Zero by 2050 including Scopes 1, 2, and some Scope 3 emissions
Fresh	Reduction of GHG from energy consumption at its sites and stores by 50% by 2026 and reduce or avoid Scope 3 GHG emissions by 55% per unit of added value by 2030
Genesys	Become carbon neutral by 2030
Goldman Sachs	Achieve Net Zero carbon emissions by 2050
JLL	Reduce absolute Scope 1, 2, and 3 emissions by 51% by 2030, and achieve Net Zero by 2040
Nestlé	Reduce absolute GHG emissions 50% by 2030, achieve net zero emissions by 2050
ServiceNow	Achieve Net Zero carbon emissions by 2030

**The information in this table is entirely sourced from publicly available sustainability reports from the years 2022 and 2023. The table does not include all targets and commitments made by these companies.*

COMPANY NAME	CARBON EMISSIONS REDUCTION TARGETS
Starbucks	50% absolute reduction in scope 1, 2, and 3 GHG emissions by 2030
Steelcase	Long-term target: Achieve Net-Zero greenhouse gas emissions across the value chain by FY2050
	Near term targets: Reduce carbon emissions in operations by 50% by 2030; Reduce absolute scope 3 GHG emissions from fuel- and energy-related activities, waste generated in operations, and business travel 28% by 2030; Partner with 80% of suppliers by emissions to set their own science-based targets by 2025
Reformation	Become climate positive by 2025: exceeding science-based targets to remove more emissions than produced
Yum! Brands	Reduce absolute GHG emissions 46% by 2030 from corporate restaurants and offices

Energy efficiency

Common types of goals and initiatives:

Reduction in energy consumption: Decrease total energy use through more efficient processes, technologies, or behaviors.

Increase in renewable energy use: Shift towards energy sources like solar, wind, or hydroelectric systems.

Building and infrastructure upgrades: Implement energy-efficient systems and constructions in new and existing buildings.

Illustrative examples of corporate commitments and targets*

COMPANY NAME	CARBON EMISSIONS REDUCTION TARGETS
Atlassian	Run operations on 100% renewable electricity (goal initially achieved in FY2020)
Colgate-Palmolive	Achieve 100% renewable electricity by 2030
Coupa	Procure 100% renewable electricity for facilities; implement energy efficiency projects across global facilities
Cox Enterprises	Signed agreements for over 60% renewable energy starting in 2025
JLL	Integrate high energy efficiency standards during office fit-outs and renovations, prioritize renewable energy
Nestlé	Aim for 100% renewable electricity by 2025

Waste management

Common types of goals and initiatives:

Zero waste to landfill: Redirect all waste from landfills to more sustainable disposal processes like recycling.

Recycling initiatives: Enhance systems to recycle materials used in operations.

Reduction in packaging materials: Use less material overall or switch to materials that are easier to recycle or reuse.

Illustrative examples of corporate commitments and targets*

COMPANY NAME	WASTE MANAGEMENT TARGETS
Colgate-Palmolive	Eliminate one-third of virgin plastics; all packaging recyclable, reusable, or compostable by 2025
Cox Enterprises	Aim to send zero waste to landfill by 2024
Fresh	Ensure 100% of product packaging is made with recycled material or is recyclable by 2025
JLL	Equip 100% of offices with waste streaming and recycling by end of 2023, remove all single-use plastics by 2023
Starbucks	Customer packaging to be 100% reusable, recyclable, or compostable by 2030
Steelcase	Phase out single-use plastics in Steelcase brand product packaging by 2030; Achieve 75% recycled content in single-use Steelcase brand product packaging by 2030
Reformation	Aim to be circular by 2030, with comprehensive circularity practices in sourcing and waste
Yum! Brands	Advance packaging solutions that are reusable, recyclable, or compostable

Water stewardship

Common types of goals and initiatives:

Water reduction targets: Lower the amount of water used within operations.

Water recycling programs: Reuse water in operations to reduce total water intake.

Water quality improvements: Enhance the treatment of wastewater before it is discharged back to the environment.

Illustrative examples of corporate commitments and targets*

COMPANY NAME	WATER STEWARDSHIP TARGETS
Colgate-Palmolive	Net Zero water at CP manufacturing sites in water-stressed areas by 2025, all sites by 2030
Duke Energy	Reduce water withdrawals by 1 trillion gallons from a 2016 baseline by 2030
ServiceNow	Implement water conservation strategies to reduce usage
Starbucks	50% of water withdrawals to be conserved or replenished by 2030
Yum! Brands	Reduce average water consumption by 10% by end of 2025

Sustainable sourcing

Common types of goals and initiatives:

Responsible sourcing certifications: Achieve certifications such as Fair Trade or Rainforest Alliance for products.

Supplier environmental assessments: Conduct environmental impact assessments of suppliers and engage them in improvement practices.

Use of recycled or renewable materials: Increase the proportion of sustainable materials in products and packaging.

Illustrative examples of corporate commitments and targets*

COMPANY NAME	SUSTAINABLE SOURCING TARGETS
Atlassian	Ensure 65% of suppliers by emissions have set science-based targets by FY2025
Colgate-Palmolive	Engage all key suppliers to support deforestation and conversion-free sourcing
Fresh	On-site assessments and verification with suppliers to improve sourcing practices in partnership with the UEBT (Union of Ethical Biotrade)
JLL	Enhance sustainable procurement, particularly in reducing Scope 3 supply chain emissions to support Net Zero by 2040 target
Nestlé	Aim for 100% responsibly sourced of key ingredient volumes to be responsibly sourced by 2030
Starbucks	Ethical sourcing with C.A.F.E. Practices
Reformation	Aim to be circular by 2030, with comprehensive circularity practices in sourcing and waste
Yum! Brands	Engage with suppliers to support responsible agricultural practices and eliminate deforestation risk

Nascent opportunity: *Biodiversity conservation*

Historically, companies have not understood their influence on biodiversity or made commitments to preserve it. Now, fueled in part by emergent standards and frameworks, they're increasingly adopting and investing in biodiversity and nature-based targets.

Biodiversity conservation

Common types of goals and initiatives:

Habitat preservation: Commit to protect and restore habitats affected by company operations.

Support for conservation projects: Provide financial or logistical support for biodiversity conservation initiatives.

Sustainable land use practices: Implement or support farming or forestry practices that promote biodiversity.

Setting science-based targets

Science Based Targets (SBTs) are emission reduction targets that align with what the climate science deems necessary to meet the goals of the Paris Agreement — to limit global warming to 1.5°C above pre-industrial levels.

The Science Based Targets initiative (SBTi) provides tailored guidance for different industries, acknowledging that the potential for reductions and the methods for achieving them can vary significantly by sector. Companies can have their targets validated by the SBTi, which provides credibility and recognition that those targets are scientifically valid.

Adopting SBTs often pushes companies to innovate in order to meet rigorous goals, driving advancements in technology, efficiency, and renewable energy utilization.By setting SBTs, companies not only contribute to combating climate change but also enhance their competitiveness in a transitioning global economy, attract environmentally conscious investors, and meet increasing regulatory standards.

SETTING SBTS INVOLVES SEVERAL KEY STEPS:

Commitment: Companies first commit to setting a science-based target, typically through a formal statement of intent and registration with the SBTi.

Development: Businesses calculate their current emissions and model different scenarios to find the most effective strategies for significant reductions. This stage involves detailed analysis and may require consulting with experts or using specialized software tools.

Submission and validation: Once developed, the proposed targets are submitted to the SBTi for validation to ensure they meet rigorous scientific criteria. This validation process is crucial for ensuring the targets are both ambitious and achievable based on the latest climate science.

Implementation: After approval, companies implement the strategies and actions necessary to meet their targets.

Reporting and review: Companies must regularly report on their progress and may undergo periodic reviews to ensure continued compliance with their targets. This transparency is key to maintaining the integrity and credibility of the SBT process.

A note about the use of environmental attribute certificates (EACs) and science-based targets: In April 2024, the SBTi Board of Trustees issued a statement announcing that the organization will consider allowing the use of EACs toward Scope 3 abatement targets. In response to criticism and requests for clarification, the Trustees further stated that "Any use of EACs for Scope 3 will be informed by evidence. Any change to SBTi standards, including use of EACs for Scope 3, will be conducted according to previously approved SBTi Standard Operating Procedure." SBTi intends to release a discussion paper with a draft proposal about potential changes to Scope 3 targets in July 2024.

This episode underscores the importance of managing expectations internally that sustainability reporting frameworks will likely be evolving for some time.

For more comprehensive details on the process and its benefits, the Science Based Targets initiative provides extensive resources and guidance.

Section 6

Roadmapping and resourcing your sustainability strategy

Successfully translating a sustainability strategy into action requires a carefully designed roadmap and the strategic allocation of resources. For sustainability leaders, this process is not just about planning but about inspiring change, driving innovation, and ensuring sustainable growth.

TOOL F:
Essential elements of a sustainability roadmap →

> The four levers of change that I have seen businesses use most effectively in sustainability are corporate practices, multi-stakeholder collaboration, philanthropy, and policy. Corporate practices are the things within our direct and immediate control. But some challenges are too big for any one company to make a meaningful difference to create the unlock that is needed. Here you can go together with a group to get to scale, to get to impact, to send a consistent signal to the market, et cetera. With philanthropy, so often there is not a business case for action – no one has perfect information and the market is yet to be mature enough to get something to scale. Corporate philanthropy can help tweak where the market forces aren't quite there, where there is no business case for action. It can close gaps and work on issues that can sometimes be more sensitive or more controversial. And finally, depending on which countries you work in, sometimes policies on the books are quite good, but they're not being enforced. Sometimes the policies don't exist, so you need to explore and push for change.
>
> **KATHERINE NEEBE**
> *Chief Sustainability Officer, Duke Energy*

Guiding principles for creating a dynamic roadmap

Phase your approach: Develop your roadmap by breaking down the strategy into manageable phases, likely in the range of 1-3 years for each phase. This approach allows for flexibility, making it easier to adjust to unforeseen challenges or opportunities. Each phase should have specific, measurable objectives, ensuring that the organization can celebrate successes and build momentum. Regularly report on your progress toward those objectives.

Incorporate quick wins: Quick wins are essential for demonstrating the value of the sustainability initiative, securing continued support, and maintaining enthusiasm across the organization. Identify opportunities that can achieve significant impact with minimal effort and showcase these successes to stakeholders.

> Find things that are visible that represent early successes in whichever domain you're trying to work. And solve for some things that are easy, because that is how you build the momentum to take on things that are harder.
>
> **ERIN CRAIG**
> *Chief Sustainability Officer, Customer Solutions and Innovation Lead, 3Degrees*

Specify resourcing requirements and, if needed, tradeoffs: Effective implementation hinges on aligning your organization's resources—budget, personnel, and technology—with its sustainability goals. This involves not only the initial allocation but also continuous reassessment to redirect resources as priorities evolve. The sustainability landscape is dynamic. Build agility and resilience into your resource allocation to quickly adapt to new information, trends, or regulatory changes.

Design for cross-functional collaboration: Sustainability challenges are complex and require diverse skill sets to solve. Indicate how and when collaboration across departments can be used to leverage different perspectives, expertise, and resources. This holistic approach ensures sustainability is integrated across all functions and enhances overall effectiveness.

Consider the role of technology: Tech holds the potential to accelerate your sustainability objectives, but it can be expensive and come with a high barrier to entry. Your roadmap should consider what technology can be leveraged toward your goals, and when it becomes advisable to do so.

Build organizational capability: Identify specific needs and opportunities to invest in training and development programs in order to build internal sustainability expertise.

Hardwire iteration into your roadmap: View your sustainability strategy as an iterative process. Establish mechanisms in your roadmap for continuous monitoring and feedback, allowing your organization to learn from both successes and challenges and to refine the strategy accordingly.

> Once you get to a point where you feel comfortable, where that educated inner voice is telling you, 'you need to do something different,' pull the trigger on it sooner rather than later. Because generally, it gets harder the longer you wait.
>
> **KELLY WILLIAMS**
> *Vice President of Environmental Sustainability, Cox Enterprises*

CASE STUDY:

Atlassian's path to setting an ambitious sustainability strategy

In 2023, Atlassian published Don't #@!% the Planet, a detailed summary of the company's journey toward its net zero commitments and the lessons it learned along the way.

The report provides a useful point of reference for other businesses and their leaders. The fundamental building blocks of Atlassian's sustainability strategy process are as follows:

1. BUILDING THE BUSINESS CASE FOR SUSTAINABILITY

Atlassian began by identifying the necessity for sustainability in the evolving global landscape. The company conducted a materiality assessment with the help of BSR (Business for Social Responsibility) to prioritize sustainability issues that mattered most to its stakeholders and the business. This helped shape Atlassian's sustainability framework, focusing on four main pillars: Planet, People, Customers, and Community.

2. GAINING LEADERSHIP SUPPORT

With a clear framework, Atlassian engaged its leadership to ensure top-down commitment. This involved presentations and discussions that helped align the executive team on the business case and the strategic vision for sustainability. The company emphasized the opportunities over risks to secure buy-in and created a shared understanding of potential roadblocks and contributions from different departments.

3. SETTING GOALS AND TARGETS

Atlassian established specific, measurable sustainability goals, starting with baselining their current emissions and setting targets for reduction. They committed to 100% renewable electricity by 2025 and set science-based targets for carbon emissions in line with the Science Based Targets initiative (SBTi).

4. OPERATIONALIZING THE STRATEGY

Once goals were set, Atlassian moved into action by operationalizing the plan across various aspects of its business, from reducing emissions in office spaces to engaging suppliers. The company took a practical and ambitious approach to meet its targets, employing tools such as Energy Attribute Certificates (EACs) and Virtual Power Purchase Agreements (VPPAs) to advance their renewable energy goals.

5. HOLDING THEMSELVES ACCOUNTABLE

Atlassian committed to transparency and accountability by reporting annually on their sustainability progress. They adopted frameworks such as the Carbon Disclosure Project (CDP) and incorporated principles from the Task Force on Climate-related Financial Disclosures (TCFD) to ensure thorough and honest reporting.

Visualizing your journey from information gathering to roadmapping

The steps to developing a sustainability strategy, as detailed in Sections 1 through 6 of this chapter, are summarized below.

Gather information about your business and market

Develop a preliminary strategic framework

Conduct a materiality assessment

Update and build out strategic framework based on new learnings

Set goals, targets, and KPIs

Design your roadmap for action

Section 7

Engaging with external coalitions, pledges, and third-party validation

With a strategy, targets, and a roadmap established, sustainability leaders can consider opportunities for external engagement to deepen and accelerate their work. Coalitions, public sustainability pledges, and third-party validation all hold the potential to amplify your efforts, enhance credibility, and foster continuous improvement. They also bring certain risks and downsides.

> There are partners for everything. Find a partner. It allows you to play the right part and share in the amazing breakthroughs when they happen. I really think that there's a lot of white space for a better, deeper form of partnership that isn't just a name only.
>
> **MOLLY FOGARTY**
> *Head of Corporate Affairs & Sustainability, Nestlé North America*

TOOL G:
Common product sustainability certifications →

Potential value and benefits

Amplified impact through collective action: Joining external coalitions allows organizations to contribute to and benefit from collective actions tackling global sustainability challenges. This collaboration can lead to innovative solutions that no single entity could achieve alone, leveraging shared resources and knowledge.

Enhanced credibility and trust: Public pledges signal a commitment to sustainability goals that stakeholders, including customers, investors, and employees, increasingly demand. Third-party validations, such as certifications from recognized sustainability standards, further enhance credibility, demonstrating that an organization's sustainability efforts meet rigorous, independently assessed criteria.

Access to expertise and best practices: Coalitions and certification bodies often provide access to cutting-edge research, tools, and networks. This access can accelerate learning, inform strategy development, and facilitate the implementation of best practices in sustainability management.

> Where we join a coalition and we get the most value from it is when it's helping us unlock a really difficult challenge we have. For example, we joined Closed Loop Partners a few years ago because drink cups in the fast food space are mostly a paper cup with a plastic lining. It's really difficult to recycle…That was a meaningful valuable exercise of collaboration and partnership for us because it sought to drive resources, innovation, and thinking to a really difficult challenge for us and our peers.
>
> **JON HIXSON**
> *Chief Sustainability Officer, Yum! Brands*

Potential risks and costs

Resource drain: Joining coalitions and achieving certifications often require significant investments of time and resources. Organizations must be prepared to contribute actively, which can include membership fees, personnel time for participation in initiatives, and the costs associated with meeting certification standards.

Misalignment with organizational goals: There's a risk of misalignment between the goals or activities of a coalition and an organization's specific sustainability objectives or corporate values. Such misalignment can dilute efforts or lead to commitments that the organization is not fully prepared to meet.

Public scrutiny: Making public sustainability pledges increases accountability and scrutiny. Failure to meet these commitments can damage reputation and stakeholder trust, highlighting the importance of setting realistic goals and transparently communicating progress and challenges.

Assessing the right timing and opportunities

Strategic alignment: Before joining a coalition or making a public pledge, assess how well the group's goals align with your organization's sustainability strategy and values. Participation should directly support your strategic priorities and offer clear benefits in terms of impact, learning, or reputation enhancement.

Readiness assessment: Consider whether your organization is prepared to meet the commitments of joining a coalition or achieving certification. This includes having the internal processes, resources, and culture that support active engagement and the fulfillment of any pledges made.

Stakeholder perspective: Consult with key stakeholders, including employees, customers, and investors, to gauge their views on potential engagements. Their insights can help identify which initiatives are most valued and where your organization can make the most meaningful contributions.

Timing and market position: The decision to join a coalition or make a pledge should also consider market and competitive factors. Engaging in initiatives that set your organization apart as a sustainability leader can offer a competitive edge, but the timing needs to be right to ensure that initiatives are successful and impactful.

Continuous evaluation: Treat the decision to join external groups as a component of your overall sustainability strategy, subject to ongoing evaluation. As your strategy evolves, reassess engagements to ensure they remain aligned with your goals and continue to offer value.

Chapter 2

Organizing your team

With a strategy in hand, creating and deploying a well-rounded sustainability team is the sustainability executive's next most important task. Whether you've inherited a staff or need to build a team from scratch, you should be mindful of balancing your technical needs with your strategic needs. Your team will need to be rigorous, detail-oriented, and versatile, and you will need to build key cross-functional relationships beyond your direct reports.

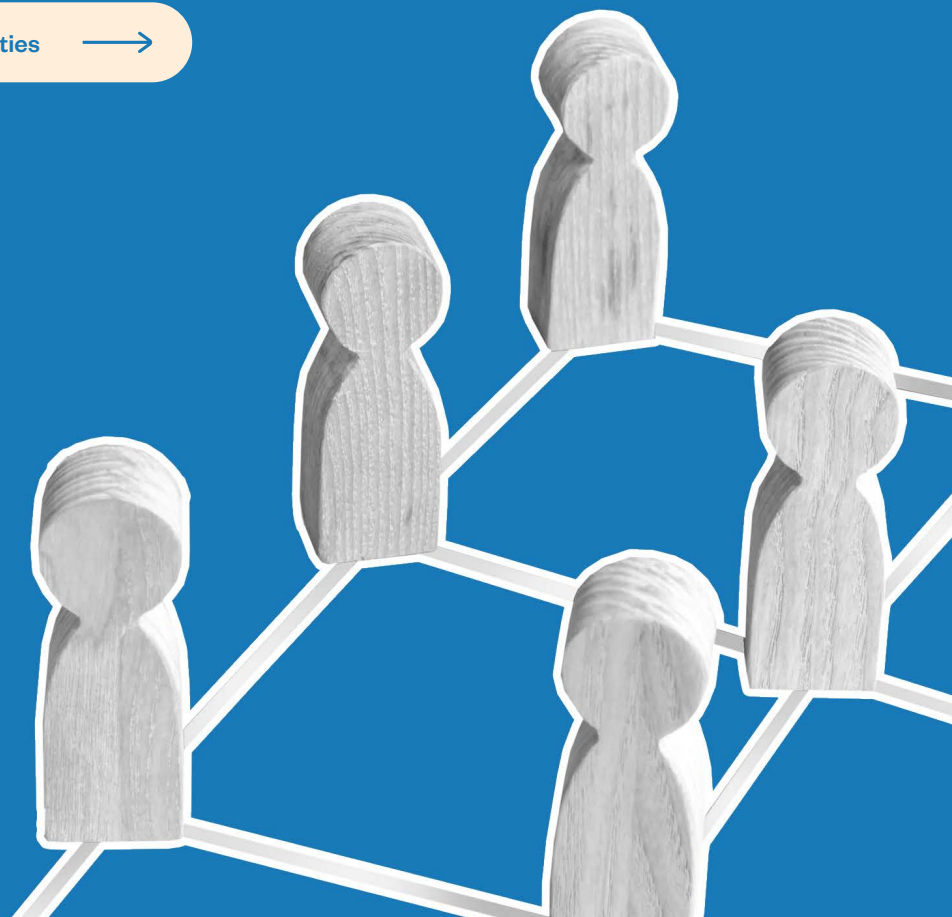
Chapter 2 of *The Green Seat Guide* provides guidance on building a successful sustainability team, drawing on the rich insights of those who have done so before.

Section 1: Working with consultants →

Section 2: Designing your core team →

Section 3: Sourcing and screening the right talent →

Section 4: Leveraging existing internal capabilities →



Section 1

Working with consultants

Consultants are a valuable source of bandwidth and expertise in corporate sustainability, particularly before you have a core team. They can help you complete complex, technical analyses or gather data for your strategy. Consultants can also help you conceptualize and operationalize the core pillars of your strategy, based on inputs from a materiality assessment, stakeholder engagement, and market research.

With the right mixture of experience and subject matter expertise, consultants can quickly bring you credibility with other departments who may not be as familiar with you or sustainability. Beyond the early stages of developing your strategy, consultants provide subject matter expertise that is often more flexible than employed staff, freeing up team bandwidth and affording you a wider range of resourcing options as you proceed.

Common roles for sustainability consultants often center around technical processes and deliverables, such as:

Footprint analysis	Calculating your company's footprint is complex and time-consuming; the resources required for an accurate analysis are often beyond that of an internal team, especially at organizations with diverse operations. This analysis will go both very deep and very broad in order to capture the most accurate view of your company's impact, ranging from your supply chain to physical assets and beyond. Because of the importance of specific aspects like the supply chain, you will likely want to employ a full-time expert on your team, but a consultant can help you build a data set for that person to work with.
Materiality assessment	A materiality assessment requires diligent planning, many stakeholders, and often a few months of time to complete. They are designed to systematically identify and prioritize the sustainability issues that are most significant to your organization and its stakeholders; they should be completed early in your tenure, especially if your company has not done one in the recent past, and therefore often necessitate consultant assistance to complete in a timely fashion. Although some leaders are able to execute these assessments without outside help, you should consider your resources and the comfort of your stakeholders when deciding if an in-house or external approach is best for your organization.

Subject matter expertise

There are a wide variety of technical domains that you may require expert knowledge in depending on your industry and businesses needs – anything from water, energy, plastic, and beyond. Often, you will collaborate with other areas of the business on the strategies to address these areas, but those teams may not have the scientific or other relevant technical know-how required to view their areas through the lens of environmental impact. Consultants can provide this know-how as a supplement to your team's expertise, or on an interim basis.

Discover some of the top organizations in the sustainability consulting landscape with rankings from Sustainability Magazine, Clean Energy Wire, and Consultancy.

TOOL B:
Preferred consulting and technology solutions →

Section 2

Designing your core team

While consultants can be useful and may be essential, you will still need your own team to meaningfully advance the work. The number of people you need will vary by company size and ambition but there are several guiding principles that sustainability executives shared for this report.

> The central team needs to contain the parts that are absolutely 100% required to do the fundamental work that the sustainability strategy calls for.
>
> **LETITIA WEBSTER**
> *Managing Director and Chief Sustainability Officer, Goldman Sachs Asset Management*

Guiding principles

Keep your core team small	Over time, sustainability teams have grown – CSOs today have an average of 8 direct reports, up from 4 in 2011 (Weinreb, 2023). However, compared to the number of people throughout the organization that should account for sustainability in their work, your core team should remain relatively small so that you can further embed sustainability throughout the business and prevent siloing.
Build for scale and adaptability	You want building blocks in place that allow you to evolve and grow along with the organization as it matures its sustainability. This is especially crucial when considering that the field itself is constantly changing – new and more nuanced regulations arrive regularly, new technology or practices that help you meet your goals develop, and stakeholders learn things that change their perceptions of your work Both the organization and the team need to be agile and adaptable to regulatory requirements, market dynamics, and stakeholder expectations.

> You have to think of yourself as an executive of a startup – you need to have a clear vision, a strategy to execute it, and the ability to adapt to unforeseen challenges and opportunities. One day you may be putting on your legal and compliance hat, the next leading operations and supply chain conversations, and another shifting to a marketing and communications mindset. You have to think like the business and have the drive of an entrepreneur inside a larger organization, that's the mindset you have to have.
>
> **NATE HURST**
> *former Chief Sustainability Officer at BlackRock, Wells Fargo, and HP*

Align your staffing model with your strategy

Some organizations will be primarily focused on compliance, while others might be looking to make sustainability a key driver of business value and risk management.

Still others will be deeply invested in their water use or their sourcing and manufacturing processes. It's important to know what your specific organization and, consequently, your overarching strategy needs to focus on. From there, you will need to tailor your staffing strategies to these overarching needs, whether they are ideological or practical. A deep understanding of these needs will show you what roles your team will need to fill and what roles might be embedded throughout the organization rather than in your direct reporting line.

As you you translate your strategy into a staffing model, consider:

- What elements of your strategy can or should be executed by existing personnel? Identify internal dependencies and collaborators.
- What elements of your strategy require specialized or technical expertise? Consider designing roles around that specialization.
- Are there elements of your strategy that require a more general or flexible skill set to execute (e.g., project management, stakeholder engagement)? Consider designing roles around those parameters.

> At Colgate-Palmolive, we use a hub and spoke model for sustainability. Our core team sets the strategy, provides guidance and helps shape the roadmaps. We then count on cross-functional subject matter experts and the business units to execute and own the actual work toward our targets. The strategy is important because it has to be built in a way that makes sense for all those expanded teams to execute against.
>
> **ANN TRACY**
> *Chief Sustainability Officer, Colgate-Palmolive*

Roles and position archetypes to build from

Your staffing needs will vary by industry, geography, and resource availability, but there are several archetypes that sustainability executives report as becoming fundamental to the work.

FUNDAMENTAL ROLES	
Compliance + reporting expert	Depending on your company needs, you will need technical experts in carbon accounting, reporting frameworks, disclosure requirements, and impact measurement. With more regulation coming from Europe and the U.S., you will need staff who understand varied jurisdictional reporting frameworks and requirements.
Supply chain expert	Regardless of industry, your sustainability team likely needs on-hand knowledge of procurement, supply chain operations, customer and vendor engagement, product development, and more. A supply chain expert brings a holistic understanding of these areas and will identify opportunities and strategies across the supply chain. The particular needs of your supply chain strategy should guide you toward the right role profile; for example, if one of your big opportunities is responsible sourcing, your supply chain expert should be strong in that area and able to lead specialized initiatives.

> I always have someone who does supplier diversity and understands sustainable procurement because Scope 3 is such a significant part of emissions. It's the bulk of everyone's emissions, so you want to have someone who has a really good supply chain background. There are those gems of people who study supply chain or have a strong supply chain background who have started to build their expertise in sustainability, and they are great people to have on your team if you can find them.
>
> **BRIDGETTE MCADOO**
> *Chief Sustainability Officer, Genesys*

Data analyst

Just like you need good data, you need at least one good data analyst. Information is the foundation of your sustainability strategy, and you should have someone on your team (or access to one elsewhere in the organization) to make sure your data is being collected well and used effectively.

Sustainability data is required for more than compliance reporting; it provides the basis for identifying opportunities, setting targets, tracking progress, and iterating continuously. An ideal employee will have the technical know-how to handle all your data and the strategic acumen to put it to work for you.

> It is all about the data. We ingest data from all of our providers, our waste haulers, the bills literally that we get on a day in and day out basis...it's a tremendous exercise in data acquisition and data management and analytics, so I have a team that's focused on that.
>
> **KELLY WILLIAMS**
> *Vice President, Environmental Sustainability, Cox Enterprises*

Project manager

With the number of initiatives, collaborators, and vendors that a sustainability team interacts with on a daily basis, a project manager plays a critical role facilitating programs, ensuring effective coordination, aligning with business objectives, and more.

Even the most ambitious and enthusiastic organizations will need change management expertise as they embed sustainability throughout the business. A project manager is an ideal person to bring generalist change management skills, as they will be involved in so much of the day-to-day work that underlies larger shifts in organizational culture and behavior.

Technical experts

(water, waste, energy, etc.)

Your organization will invariably have many technical challenges to tackle in its sustainability journey – energy efficiency, waste management, water stewardship, and the like. Depending on your industry and organization, some of these areas will be far more important and intensive to address than others. For those areas especially, relevant technical expertise on your team will be essential.

An ideal technical expert will be deeply knowledgeable in their field but also able to tie the work back to the overall strategy clearly and effectively.

> From a strategy perspective, someone needs to be able to fly at that 30 thousand foot level. You have to be able to communicate with the board and communicate with the senior executives across the business, You also need to be able to bungee deep. There is a delicate balance when somebody's not eating and breathing that every day – another sweet spot people need to master is how to provide enough context without overwhelming someone in technical acumen.
>
> **CORPORATE SUSTAINABILITY LEADER**

ADDITIONAL ROLES TO CONSIDER

While less common than the roles described above, the archetypes below are broadly relevant and come with strong endorsements from the sustainability executives who have brought them onto their team.

ESG Controller

Called the "hottest new job in sustainability" by GreenBiz in March 2024, many companies are ramping up hiring an ESG Controller to meet increased legal disclosures coming from California, the SEC, Europe, and beyond. An ESG Controller is "a professional who oversees and manages the integration of ESG issues into an organization's operations and financial reporting protocols" (Reuters).

TOOL H:
ESG controller job descriptions →

Technology innovation specialist

At Cox Enterprises, like many other companies, technology is instrumental in achieving the organization's sustainability goals. With business lines in automotive, communications, farms, and more, Cox's portfolio requires a wide range of solutions to meet its collective sustainability commitments. For that reason, Cox employs a dedicated specialist to oversee climate technology experimentation and innovation, with the goal of scaling some of those solutions across the enterprise.

One of Cox's flagship sustainability strategies is investing in CleanTech, which builds "partnerships with companies that are significantly reducing waste and producing renewable resources for the low-carbon and circular economy." Through this strategic area, Cox helps develop technologies and practices that benefit both its own controlled environment agricultural business and the sustainability sector as a whole.

Internal engagement specialist

Reformation uses a sustainability scorecard to keep its ~60 directors on track with sustainability goals. To manage those relationships, the CSO hired an internal engagement specialist, who meets with these directors on a biannual basis to set goals, discover new opportunities to collaborate, and help continue their knowledge and capacity-building.

> It's been incredibly effective, and we have a very high level of engagement. It's been a really cool evolution and it's nice to think about not having to scale your sustainability function linearly with the company, but instead think about how can we be those champions of engagement instead, coming in with a very clear framework, clear commitments, which we can operationalize across the organization, and then put that back onto our leaders across the organization.
>
> **KATHLEEN TALBOT**
> *Chief Sustainability Officer, Reformation*

TOOL I:
Reformation's Director, Sustainability Engagement job description →

Section 3

Sourcing and screening the right talent

Given the rapidly evolving nature of the sustainability field, it can be challenging for sustainability leaders to know the specific hard and soft skills to look for in new team members, beyond those that are clearly called for by the particulars of a role. There are also far more green jobs available than there are skilled workers currently able to fill them – per the 2023 LinkedIn Global Green Skills report, the five-year annualized growth rate between 2018 and 2023 for green talent grew by 5.4% per year over that period, while the share of jobs requiring at least one green skill grew by 9.2%. (LinkedIn, 2023). With this disparity, employers need to not only be mindful of the roles they need to fill, but how they appeal to those with the skills required to deliver results.

Although there is no one-size-fits-all solution, there are key characteristics to prioritize when hiring sustainability employees.

Sustainability experience

Many professionals entering sustainability roles, including new CSOs, are new to the field but can still be effective. However, individuals with practical sustainability experience can make a huge difference to your team. Whether they've come from an sustainability degree program, NGO, or from another business, they will know many of the technical aspects of the work and be able to more quickly get up to speed with your strategy.

> If you don't know what good looks like, it's very hard to build into it. A leader who has seen good is really important, even if they have to backtrack into building the fundamentals. They can come in with an understanding of how you move from A to B to C to D.
>
> **LETITIA WEBSTER**
> *Managing Director and Chief Sustainability Officer, Goldman Sachs Asset Management*

Diversity and inclusion

SUSTAINABILITY IS A FIELD WITH STARK CHALLENGES REGARDING DIVERSITY AND INCLUSION:

- Women comprise 58% of all CSOs, up from 28% in 2011. Despite that positive trend line, other trends are lagging – 80% of all CSOs self-identify as white (Weinreb, 2023).
- More than 80% of survey respondents to GreenBiz's State of the Profession 2022 survey, which examines the entire sustainability industry, are white (GreenBiz, 2022).
- The broader green talent pool, made up of workers with at least one green skill or one green job experience, is 66% male. The green skills gender gap has grown 25% over the past 7 years, from 4.9 percentage points in 2016 to 6.1 percentage points today (LinkedIn, 2023).

AT THE SAME TIME, WE KNOW THAT DIVERSITY AND INCLUSION EFFORTS ARE INCREASINGLY VITAL TO WORKPLACE HEALTH AND SUCCESS:

- Diverse teams are key to innovation, decision-making, employee trust, and other elements that create successful organizations (Great Place to Work, 2023).
- When their employer cares about their overall wellbeing, employees report being 3X more likely to be engaged at work – and 69% less likely to actively search for a new job (Gallup, 2023).
- Companies with representation of women exceeding 30% are significantly more likely to financially outperform those with 30% or fewer; similarly, companies in the top quartile for ethnic diversity show an average 27% financial advantage over others (McKinsey, 2023).

To create effective, well-rounded teams and combat the inequities within the sustainability field, diversity and inclusion should be at the top of leaders' minds and embedded within hiring practices.

Transferable skills

There are many professional domains that parallel the needs of sustainability. For example, the analytical rigor and compliance required from the financial sector may translate well to hires for your ESG-specific compliance purposes. Before you hire, be sure to understand the skills you need so you can accurately assess someone's transferable skills. Per 2023 LinkedIn analysis, STEM skills were at the top of the transferable skills list, as many green jobs are grounded in math and science. Other top skills include digital skills, because of companies' use of technology in developing solutions to achieve their objectives, and public administration, as employers engage in more elaborate compliance and policy activities (LinkedIn, 2023).

> There aren't enough humans with 20 plus years of work experience to be in sustainability and to run this next generation of sustainability in its entirety, so there's going to be some people like me who find themselves in sustainability after dedicating 15, almost 20 years to a totally separate discipline like finance. It's great for them to have the technical skills, but they need to kind of know what they don't know and be comfortable asking for help.
>
> CORPORATE SUSTAINABILITY LEADER

Soft skills

Clear, mindful communication: It's important that even the most technically skilled hires are able to translate their work to an audience who will not be as knowledgeable about the area. If you are successful at embedding sustainability throughout the organization and achieving buy-in, you and your team will be showcasing your work to the C-suite, board, and other employees often. Team members must be able to speak clearly to every level of understanding.

Rigor: Regardless of position, most sustainability professionals will be responsible for collecting and organizing significant amounts of data from many different sources. Everyone on your team should have strong attention to detail and offer rigor and organization.

> You have to be so precise. You could be pulled in so many different directions on any given day, but that's where it's very critical to sit down and say, okay, here are our goals. This is how you need to focus, You've got to have someone in this role who's extremely organized. This person's got to be really rigorous and think in a real methodical way to map things out.
>
> **GINA TESLA**
> *Vice President, ESG, Coupa*

Urgency: Sustainability does not run on long life cycles – many organizations have goals for 2030 or sooner in response to the need to make rapid progress against climate change. Your team members should fully understand (and subsequently act) the urgency to meet the increasing demands on the sustainability field.

Curiosity: Sustainability is a vast field. Although you and your staff may have immense knowledge, everyone should be comfortable asking for help and admitting what they don't know.

> I call it the proclivity to act with urgency: it's an urgent need that we complete work quickly to get our organization on the pathway to actually deliver this.
>
> **ERIN MEEZAN**
> *Chief Sustainability Officer, JLL*

> I think it's okay to say, I don't know, 'I don't have the answers, but we're scanning, we are curious, we are looking around the world, we are talking to everybody.'
>
> **MOLLY FOGARTY**
> *Head of Corporate Affairs and Sustainability, Nestlé North America*

Pragmatism: Historically, corporate sustainability work has attracted those with a personal passion for the environment. That dedication can be helpful for bringing others into the fold and turning sustainability into a true movement. But while passion can be motivating, it's also important to screen for those who understand the limitations of business. Inevitably, some initiatives and ambitions will be curbed by the business's resources, bottom line, and strategy. It is essential for leaders to surround themselves with a team that can operate effectively within this context.

> You need to understand fundamentally how the business makes money, because that will drive forward or stall every sustainability program. You also need to understand the company culture, mission, and values. So much of the durability of a sustainability program is tied to understanding how the company makes money.
>
> **KATHERINE NEEBE**
> *Chief Sustainability Officer, Duke Energy*

Where to find talent

In a field with many new roles and evolving skill sets, it can be challenging to find talent that can dive right into the work. Sustainability leaders should consider the following sources when building their teams:

Internal talent

There may be individuals with untapped interest in sustainability hiding within your organization, who bring the added benefit of knowing the organization's culture and strategy. Leaders may find it valuable to hire someone from a relevant internal department (finance, operations, strategy, procurement, etc.) who can quickly dive into applying sustainability to their familiar practices.

Why this is an important source of sustainability talent:

- Brings a knowledge of company operations and culture
- Can help speed along integrating sustainability within the company culture and building cross-functional relationships

Risks and flags associated with this talent source:

- Potential lack of specialized sustainability expertise
- May be too entrenched in existing company culture and practices, lacking fresh perspectives

> I would also look internally because the first year is about navigating the culture and understanding the business. You want to have at least one person on your initial core team that really has relationships internally if you're joining the company fresh; someone who knows how to get things accomplished inside the enterprise.
>
> **NATE HURST**
> *former Chief Sustainability Officer at BlackRock, Wells Fargo, and HP*

Your peer network

Even new sustainability executives often have established peer networks, or access to new communities of like-minded leaders. These peer networks can be a very valuable way to find sustainability talent; other leaders can refer seasoned professionals who know what success looks like.

Why this is an important source of sustainability talent:

- Peer referrals can provide trusted insights into a candidate's skills, experience, and cultural fit
- Help you foster an environment in which team members are genuinely invested in each other's success

Risks and flags associated with this talent source:

- Potential for a limited or insular talent pool
- Candidates may lack diverse perspectives or experiences outside the network

Business schools and NGOs

There are many business degree programs and NGOs focused on sustainability; either environment will produce people with technical know-how that can be translated to your business.

Why this is an important source of sustainability talent:

- Access to candidates with specialized sustainability expertise and knowledge
- Opportunity to bring fresh perspectives and innovative ideas from outside the corporate world

Risks and flags associated with this talent source:

- Potential lack of direct corporate or industry experience
- Cultural differences between NGOs/academia and corporate environments

Professional recruiters

Search firms are often only necessary for executive level roles. Should you need very specific or high-level expertise, consider using a third party search firm. For mid- and lower-level staffing needs, search firms may not be resource efficient.

Why this is an important source of sustainability talent:

- Access to a wide talent pool and specialized expertise
- Efficiently identify and vet qualified candidates

Risks and flags associated with this talent source:

- Can be expensive, especially for non-executive roles
- Potential lack of deep understanding of your company's specific needs

> The past few summers, we have had a student fellow from the Environmental Defense Fund – EDF does a good job of providing great talent across industries for the summer. I do think there are opportunities, especially if you're newer in this space, to work with the EDFs or the WWFs and bring young talent and teach them how to apply sustainability to business.
>
> **BRIDGETTE MCADOO**
> *Chief Sustainability Officer, Genesys*

As a growing field, there are a number of search firms dedicated specifically to ESG and sustainability. Green Jobs Network publishes a global list, including: Climate People, Waldron, and Weinreb Group.

Section 4

Leveraging existing internal capabilities

A successful sustainability strategy will involve all levels of the business – you will have a core team, but you will also need key touch points throughout the organization so that your strategy is fully embedded. You will need to engage cross-functionally with intention and purpose so that collaborators can see the important role they have in sustainability work.

> Stakeholder engagement isn't about getting people to be on your team, it's about getting them to allow you to be on their team.
>
> **ERIN CRAIG**
> *Chief Sustainability Officer, Customer Solutions and Innovation Lead, 3Degrees*

Sustainability leaders can adopt two approaches to leveraging existing internal capabilities beyond their own core team:

1. Plug into specific functional areas for targeted needs

Some of your sustainability activities will, on the surface, look similar to activities that occur elsewhere in the organization: communications + marketing and compliance being two oft-cited examples.

Sustainability executives recommend thinking about two groupings of functions that may be most appropriate for collaboration rather than adding to your core sustainability team:

FUNCTIONS THAT ARE WELL-ESTABLISHED ELSEWHERE IN THE ORGANIZATION

Areas like policy and comms and marketing have established strategies, expertise, and relationships already in place. While sustainability specialists may seem appealing, it's important that roles are not duplicated elsewhere in the company in order to preserve the long-term integrity of the team, embed sustainability further throughout the organization, and use resources efficiently.

FUNCTIONS THAT BECOME BETTER CANDIDATES FOR COLLABORATION AND CENTRALIZATION AS THE ORGANIZATION'S ESG MATURITY AND SOPHISTICATION DEVELOPS

The need for these roles is highly dependent on your organization's existing maturity and context. For example, as legal and compliance teams become more familiar with ESG disclosure requirements, it may make sense for sustainability reporting to fall under their purview so that all activities are consolidated.

2. Create cross-functional teams to solve larger problems

While some needs can be met by targeted collaboration and resource sharing across teams, others require a broader arrangement of collaborators. For leaders looking to address more complex and embedded challenges, formal or ad hoc working groups may help drive toward a solution.

There are many different ways a sustainability leader could approach such a working group. Two strong examples are below:

Example 1: Standing sustainability council

Good for: Bringing together key internal stakeholders, champions, and accountable parties to identify challenges, propose solutions, and engage their spheres of influence in the organization.

A sustainability council should:

MEET REGULARLY

It can be difficult to carve out time for work that is often seen as "extra," but council participants should commit to the associated activities. At minimum, quarterly check-ins can provide meaningful touchpoints for participants.

KEEP PEOPLE EXCITED

Participants have a lot on their plates with their regular activities, so the added work will need to be clear and purposeful to keep them engaged and motivated.

PUT BUSINESS NEEDS AT THE FOREFRONT

While subcommittees will not make sense for every company, it can be helpful to further divide sustainability council activities into subcategories that are especially relevant to the business.

Example 2: Ad hoc working groups

Good for: When there's a specific problem or opportunity to address, one which requires cross-functional inputs to solve most effectively and efficiently

JLL's ESG Data Center of Excellence

At JLL, CSO Erin Meezan helped create an ESG Data Center of Excellence (CoE). The goal of the CoE is to understand and improve ESG data quality throughout the organization. The CoE meets regularly to bring key functional areas together, including legal, ethics/compliance, health/safety, and members of JLL's consulting team.

The CoE is designed to approach its work in phases:

EDUCATION
The CoE seeks to develop a baseline understanding of where ESG data needs are headed, what the big trends are, and what goals JLL has for its future.

CURRENT STATE ASSESSMENT
The CoE conducts a thorough internal categorization and accounting of JLL's existing ESG data, including identifying where it currently resides.

DATA QUALITY ASSESSMENT
The CoE examines the data to see where there can be improvements. JLL used an outside firm to get a more unbiased read on the situation. Their goal is to learn what's in good shape and where they need to start collecting more robust data in order to advance their strategy.

ROADMAP TO THE FUTURE
The CoE considers all of its learnings to identify what is needed to get the results that JLL wants to see.

ALIGNMENT AND AGREEMENT
The CoE pursues alignment and agreement on its roadmap to ensure that all relevant stakeholders are on the same page.

DETERMINATION OF FUTURE ROLES AND RESPONSIBILITIES
The CoE hardwires roles, responsibilities, and accountability mechanisms that will live within relevant departments. These may include departments beyond those represented in the CoE.

TOOL A:

Sustainability landscape assessment components

For sustainability leaders aiming to build a comprehensive understanding of their organization's position within its industry, among peers and competitors, and in relation to the broader regulatory and legal context, a landscape assessment can be invaluable. This tool recommends several components of a structured analysis of the external and internal factors that influence an organization's sustainability strategy.

Part 1: Organizational assessment

Objective: Gain an in-depth understanding of the organization's current sustainability efforts, culture, and internal capabilities.

- ☐ **Sustainability initiatives inventory:** A comprehensive list of ongoing and past sustainability efforts, their outcomes, and areas of improvement.
- ☐ **Cultural and capability assessment:** Evaluation of the organization's culture toward sustainability and internal capabilities, including staff knowledge and resource availability.

Part 2: Industry and peer analysis

Objective: Understand the competitive landscape, including how peers and competitors are approaching sustainability.

- ☐ **Competitive sustainability benchmarking:** Analysis of key competitors' sustainability initiatives, strengths, and weaknesses.
- ☐ **Review of industry best practices and relevant tools:** Identification of sustainability best practices within the industry, potential partnerships, commonly used tools, technologies, and vendors, and industry-wide initiatives.

Part 3: Regulatory and legal context

Objective: Map out the regulatory and legal frameworks impacting the company's sustainability efforts.

- ☐ **Regulatory inventory:** List of relevant local, national, and international environmental regulations and policies.
- ☐ **Compliance status and risks:** Assessment of the organization's compliance with these regulations and identification of potential legal and regulatory risks.

Part 4: Societal and environmental trends

Objective: Identify broader societal and environmental trends that could impact the organization.

- ☐ **Trend analysis:** Overview of global and local environmental trends, societal attitudes towards sustainability, and emerging issues.
- ☐ **Impact assessment:** Evaluation of how these trends could affect the organization and its sustainability strategy.

TOOL B:

Preferred consulting and technology solutions

Report contributors have valuable insights to share about the consultants and vendors they use to make their sustainability strategies come to life. In the list below, you'll find recommendations from some of those leaders. This list may grow and evolve as additional chapters of *The Green Seat Guide* are published.

***more than one recommendation**

Carbon accounting and offsets:	**BEF** - nonprofit offset provider, with solutions for water, carbon, and energy **Change Climate** - an independent climate action label; recommended for carbon neutral certification and as a carbon accounting tool
Data management and other technology solutions:	**Coupa** - provides tools to support sustainable spend management (e.g. directing spend to diverse suppliers, mitigating ESG risk, supply chain efficiency) **Watershed*** - platform for audit-ready sustainability data, including a climate database for granular emissions measurement, software tools for sustainability reporting and supply chain engagement, and a Marketplace with carbon removal and clean power projects
Materiality assessments:	**BSR*** - sustainable business network and consultancy that enable business transformation to create long-term value for business and society **EY** - global management consulting firm that helps businesses create value for sustainability as well as helping sustainability create value for business **Sustainserv** - global management consulting firm that works with companies to integrate sustainability considerations into long-term strategies, everyday operations, and communications
Sustainability reports:	**Curran & Conners** - design firm specializing in corporate reports, digital experiences and branding services
General sustainability strategy and consulting:	**3Degrees** - certified B-Corp that helps organizations around the world achieve renewable energy and decarbonization goals **Anthesis** - organization that guides businesses toward decarbonized and more sustainable futures; recommended for circularity strategy and bespoke carbon accounting verification **ClimateWorks** - a global platform for philanthropy to innovate and accelerate climate solutions that scale; recommended for purchase of credible renewable energy credits and climate transition strategies **Foresight Management** - organization that does a wide variety of sustainability consulting, GHG data collection, management and reporting for buildings, products, and organizations **South Pole** - organization that develops and implements comprehensive emission reduction projects and strategies that turn climate action into long-term business opportunities for companies, governments and organizations around the world

TOOL C:

Sustainability accountability map components

A sustainability accountability map should identify the key individuals who own some responsibility for your ultimate success, and visualize their roles in relation to each other. To help you get started, consider mapping out individuals and teams within the following categories, as relevant to your organization:

Strategic leadership:	**Location on the map:** Positioned at the top. Includes the Board of Directors, CEO, and other C-suite executives. **Key responsibilities:** Sets overall sustainability vision, goals, and strategic priorities. Approves major sustainability initiatives and investments. **Reporting:** Regular updates from the sustainability executive on the progress of sustainability initiatives, KPIs, and strategic adjustments.
Sustainability Steering Committee:	**Location on the map:** Central to the map. Composed of leaders from various departments (e.g., operations, finance, marketing, HR). **Key responsibilities:** Oversees the development and implementation of sustainability initiatives across departments. Coordinates cross-functional efforts and resources allocation. **Reporting:** Provides updates to the strategic leadership layer and receives feedback and direction.
Operational implementation teams:	**Location on the map:** Spread across departments. Teams or individuals within specific departments or business units responsible for executing sustainability initiatives. **Key responsibilities:** Implements specific actions and projects aligned with the sustainability strategy. Monitors performance and gathers data on sustainability KPIs. **Reporting:** Reports progress to the Sustainability Steering Committee and provides data for sustainability reporting.
Sustainability champions:	**Location on the map:** Throughout the organization. Enthusiastic individuals across different levels and departments. **Key responsibilities:** Advocates for sustainability within their areas, supports the implementation of initiatives, and helps to engage and educate other employees. **Reporting:** Shares insights and employee feedback with operational teams and the Sustainability Steering Committee.

TOOL D:

Overview of commonly used sustainability reporting frameworks

Sustainability reporting frameworks provide guidelines and standards for organizations to measure, understand, and communicate their environmental, social, and governance (ESG) performance. The most common sustainability reporting frameworks in use today include:

REPORTING	OVERVIEW	KEY FEATURES
Global Reporting Initiative (GRI)	GRI is one of the world's most widely used sustainability reporting standards. It offers a comprehensive set of standards that organizations can use to report on their sustainability impacts, including economic, environmental, and social impacts.	Provides a modular, interrelated structure focusing on material aspects of sustainability. It encourages organizations to report on their impacts on the economy, environment, and people comprehensively.
International Sustainability Standards Board (ISSB)	Led by the IFRS Foundation, ISSB is consolidating and superseding the work of market-led investor-focused reporting initiatives, including the Climate Disclosure Standards Board (CDSB), the Task Force for Climate-related Financial Disclosures (TCFD), the Value Reporting Foundation's Integrated Reporting Framework and industry-based SASB Standards, as well as the World Economic Forum's Stakeholder Capitalism Metrics.	ISSB standards aim to create a new reporting baseline that is investor-oriented, comprehensive, globally relevant, and interoperable with other reporting standards.
Sustainability Accounting Standards Board (SASB)	SASB standards focus on financially material sustainability information that investors might find useful. It provides industry-specific standards to help businesses disclose material sustainability information in their regulatory filings.	Emphasizes issues that are likely to affect the financial condition or operating performance of companies within an industry.
Task Force on Climate-related Financial Disclosures (TCFD)	Recently disbanded yet still in use by many companies, the TCFD provides recommendations for more effective climate-related disclosures that could promote more informed investment, credit, and insurance underwriting decisions. It aims to enable stakeholders to better understand the concentrations of carbon-related assets in the financial sector and the financial system's exposures to climate-related risks.	Focuses on the financial impacts of climate change, providing a framework for companies to disclose climate-related financial risks and opportunities.

REPORTING	OVERVIEW	KEY FEATURES
CDP (formerly the Carbon Disclosure Project)	CDP runs a global disclosure system that enables companies, cities, states, and regions to measure and manage their environmental impacts. It has built one of the most comprehensive collections of self-reported environmental data in the world.	Focuses on climate change, water security, and deforestation data. It provides a platform for disclosing and managing environmental impacts, with the goal of making environmental reporting and risk management a business norm.
Integrated Reporting Framework (<IR>)	Developed by the International Integrated Reporting Council (IIRC), the <IR> Framework focuses on how organizations create value over time. It promotes a more cohesive and efficient approach to corporate reporting that draws on different reporting strands and communicates the full range of factors that materially affect the ability of an organization to create value over time.	Encourages the integration of financial and non-financial data to provide a holistic view of the organization's performance.
Science Based Targets Initiative (SBTi)	Though not a reporting framework per se, SBTi helps companies set emissions reduction targets in line with climate science. It offers tools and guidance to ensure that companies' targets are aligned with the Paris Agreement goals.	Focuses on greenhouse gas emissions reduction targets. It supports companies in setting scientifically based sustainability goals and reporting progress towards these goals. These frameworks serve different but often complementary purposes, helping organizations to navigate the complex landscape of sustainability performance and reporting. Companies may use one or several of these frameworks depending on their specific sustainability goals, industry standards, and stakeholder requirements.

TOOL E:

Materiality assessment preparation checklist

The checklist below provides a standard yet easily modifiable process for sustainability leaders to track their progress when planning a materiality assessment:

Define the scope and objectives	☐ Determine the boundaries of the assessment (e.g., global operations, specific business units). ☐ Clarify the objectives of the assessment (e.g., informing strategy, stakeholder engagement, reporting).
Establish a project team	☐ Identify internal stakeholders to be involved in the assessment (e.g., representatives from various departments). ☐ Assign a project lead to coordinate the assessment process. ☐ Consider hiring external consultants for expertise and impartiality, if resources permit.
Understand regulatory requirements	☐ Review applicable sustainability reporting standards and regulations. ☐ Determine if there are specific issues that must be included due to regulatory requirements.
Engage stakeholders	☐ Identify key internal and external stakeholders (e.g., employees, customers, suppliers, investors, community groups). ☐ Plan how to engage stakeholders (surveys, interviews, workshops) to gather their perspectives on material issues.
Develop a list of potential issues	☐ Compile a comprehensive list of sustainability issues that could impact the organization, drawing from sources like sustainability frameworks (e.g., GRI, SASB), industry reports, and peer benchmarks. ☐ Ensure the list covers a broad range of topics, including environmental, social, and governance (ESG) issues.

Prioritize issues for assessment	☐ Develop criteria for prioritizing issues to be assessed (e.g., impact on the business, importance to stakeholders). ☐ Use the criteria to narrow down the list to a manageable number of issues for in-depth assessment.
Plan data collection	☐ Determine the data needed to assess the materiality of each issue (e.g., internal performance data, stakeholder feedback). ☐ Plan how to collect this data, identifying any gaps in available information and how they will be addressed.
Communicate the process	☐ Develop a communication plan to inform stakeholders about the materiality assessment process, objectives, and how their input will be used. ☐ Ensure transparency in the process to build trust and engagement.
Review and adapt	☐ Set up a process for reviewing the findings of the materiality assessment with key stakeholders. ☐ Plan how to integrate the results into the sustainability strategy and reporting. ☐ Prepare to revisit the materiality assessment periodically or when significant changes occur in the business or industry context.
Document everything	☐ Keep detailed records of the process, criteria used for prioritization, stakeholder engagement activities, and the rationale behind decisions. ☐ Prepare to disclose the process and outcomes as part of sustainability reporting efforts.

TOOL F:

Essential elements of a sustainability roadmap

While every organization's sustainability roadmap will differ in substance, the components below provide a strong organizational framework:

Executive summary	**Purpose:** Briefly describes the overarching sustainability vision and objectives of the organization. **Scope:** Outlines the breadth of the strategy, including the key focus areas and the intended impact.
Materiality assessment summary	**Key findings:** Highlights the critical sustainability issues identified through the materiality assessment. **Stakeholder insights:** Summarizes stakeholder perspectives that have shaped the strategy priorities.
Strategic priorities and pillars	**Priority areas:** Details the chosen focus areas or pillars of the sustainability strategy, based on the materiality assessment and other planning inputs. **Rationale:** Explains why these areas were selected and their expected impact.
Implementation plan	**Initiatives and actions:** Outlines specific initiatives and actions under each strategic pillar, including responsible parties and timelines. **Resources allocation:** Details the allocation of resources (financial, human, technological) to support the implementation of each initiative.
Key performance indicators (KPIs) and targets	**KPIs:** Lists the key performance indicators that will be used to measure progress toward each sustainability goal. **Targets:** Sets specific, measurable targets for each KPI over defined timeframes.
Governance and accountability	**Roles and responsibilities:** Defines the roles and responsibilities of teams and individuals in implementing the sustainability strategy. **Reporting structure:** Outlines the reporting structure for sustainability performance, including internal and external reporting mechanisms.

Stakeholder engagement plan	**Engagement strategies:** Describes the approaches for ongoing stakeholder engagement throughout the implementation of the sustainability strategy. **Feedback mechanisms:** Details mechanisms for receiving and integrating stakeholder feedback into strategy refinement.
Risk management and mitigation strategies	**Potential risks:** Identifies potential risks to the successful implementation of the sustainability strategy. **Mitigation strategies:** Details strategies for mitigating identified risks.
Review and update process	**Review schedule:** Specifies the schedule for periodic reviews of the sustainability strategy. **Update mechanism:** Describes the process for updating the strategy based on review findings, changing priorities, or external changes in the sustainability landscape.

TOOL G:

Common product sustainability certifications

This resource provides sustainability leaders in the private sector with a roundup of U.S.-specific certifications related to different aspects of product sustainability. While there are a number of other recognitions available on a global scale, those included in this document are geared toward a U.S.-based audience. Certifications featured in the document can be applied to many industries, and we encourage leaders to look closely at each certification to determine relevance to their organization.

Download the resource here →

TOOL H:

ESG Controller job descriptions

Below are three anonymized ESG Controller job descriptions from across industries.

Example 1: Retail industry

Responsibilities:

- Lead ESG reporting strategy, ensuring alignment with industry standards and best practices
- Oversee and manage the integration of ESG reporting into operations and financial reporting protocols
- Design, implement, and monitor a risk-based internal control framework over the ESG data collection and reporting processes
- Develops ESG reporting policies and governance
- Performs risk assessments for the design of internal control and governance
- Collaborate with cross-functional teams to integrate and optimize processes, policies and operations for ESG reporting
- Clear communication across a variety of functional areas and leadership levels
- Stay abreast of regulatory developments and industry trends related to ESG reporting, ensuring compliance, leadership and coordination across the company
- Manage a small team in implementation and execution of ESG reporting strategy
- Work with Director, ESG to ensure strategic alignment across wide range of environmental, social and governance strategies, projects and initiatives

Required skills and competencies:

- Bachelor's degree in accounting, finance, sustainability, or related field
- Proven knowledge and experience in ESG reporting
- Strong understanding of financial reporting principles and practices, with experience in integrating ESG metrics into financial disclosures
- Excellent analytical and problem-solving skills, with the ability to interpret complex data, provide actionable insights and communicate insights effectively across wide range of stakeholders
- Demonstrated project management skills, including ability to lead cross-functional initiatives and drive process improvements

Example 2: Banking industry

Responsibilities:

- Responsible for production and governance of ESG regulatory reporting disclosures which will encompass the following activities:
- Work with ESG and local Controllers, Sustainability & ESG, Risk and other stakeholders to create and implement disclosure controls and procedures for ESG disclosures
- Ensure data sources used in reporting ESG disclosures are strategic and have appropriate ownership aligned to organization data governance model, develop business requirements and partner with technologies to develop reporting solutions
- Subject matter expert on ESG disclosures, keeping current on evolving disclosure trends in the industry, connecting with peer company network and advising and evaluating impact of emerging regulation
- Ensure that ESG disclosure requirements (including those expected from the SEC and international regulators) are properly vetted and implemented in a well-controlled process from an end-to-end perspective
- Lead development of ESG reporting guidelines, templates and processes
- Coordinating internal audits or other external reviews of the information within Citi's ESG disclosures
- Support senior leaders in the Businesses and Finance in their understanding of ESG disclosures and any related implications
- Assist the ESG Disclosure Committee and Audit Committee in their oversight responsibilities for ESG disclosures

Required skills and competencies:

- Bachelor's degree in Finance, Accounting, Business or related field. Masters and/or CPA preferred.
- 10+ years of relevant experience, within the financial services industry or Big 4 highly preferred
- Good command of spoken and written English
- Knowledgeable in ESG related disclosures and industry trends, and willing to develop expertise
- Knowledge of regulatory reporting
- In-depth knowledge of banking products / systems highly preferred
- Requires strong communication skills and comprehensive understanding of multiple areas within the finance function and how they interact in order to achieve the objectives of the function
- Demonstrated ability to manage competing priorities in a complex and dynamic environment
- Strong project management skills with experience in driving change at scale in global organizations
- Self-motivated with ability to make decisions in absence of detailed instructions
- Strong Microsoft Office skills

Example 3: Technology industry

Responsibilities:

- Responsible for compiling consistent, comparable, and reliable Environmental, Social and Governance (ESG) disclosures required by governing bodies
- Serve as an advisor and liaison between Controllership, Sustainability, Legal, Investor Relations and various other business functions to provide leadership and guidance to advance the Company's ESG strategy while delivering timely and accurate reporting
- Build, train, and manage a team to design and compile ESG disclosures
- Maintain broad understanding of ESG reporting landscape, working with Legal, including various reporting frameworks and standards and disclosure legislation, and potentially influence ESG reporting trends by engaging in external industry / peer company forums
- Develop and manage a clear project plan and organizational roadmap for new ESG reporting requirements, identify gaps and drive accountability; communicate status to all key stakeholders
- Lead ESG materiality assessment and scoping
- Establish standardized policies and procedures, developing a top-down approach, for ESG reporting to ensure consistency of information across various jurisdictions, such as at the subsidiary reporting level
- Design and implement controls throughout the ESG reporting process, working with the Financial Compliance Group on ESG control framework and governance
- Ensure audit-readiness of ESG data, including sufficient documentation of completeness and accuracy, collaborating with internal and external auditors
- Coordinate external reviews and assurance engagements of the ESG disclosures
- Design and implement a framework for evaluation of changes in information
- Prepare and present training to business partners, such as training the Sustainability group on control requirements and audit standards

Required skills and competencies:

- Bachelor's Degree in Business, Accounting/Finance, or related field AND 9+ years accounting or finance experience AND 4+ years experience managing direct reports OR Master's Degree in Business, Accounting/Finance, or related field AND 8+ years accounting or finance experience AND 3+ years managing direct reports.

Additional or preferred qualifications:

- Bachelor's Degree in Business, Accounting/Finance, or related field AND 12+ years of accounting or finance experience AND 5+ years experience managing direct reports
- OR Master's Degree in Business, Accounting/Finance, or related field AND 11+ years accounting or finance experience AND 4+ years experience managing direct reports.
- Professional accounting certification such as Certified Public Accountant (CPA) or equivalent.
- Experience working in a multinational environment under different reporting requirements
- Project management skills
- Proven ability to effectively manage and develop people and build a high performing team
- Ability to effectively identify and scope issues, apply the relevant knowledge base and make decisions with conviction and/or escalate as needed
- Business partnering and cross-group collaboration skills; ability to steward large groups of diverse stakeholders, gather different points of view, and create recommended approaches, influencing across multiple functions in a complex organization
- Experience with internal control and process design and implementation
- ESG reporting and metrics expertise and experience preferred
- Experience executing strategic processes and initiatives within a fast-paced, deadline-oriented, and complex environment
- Experience in software, technology industry a plus

TOOL I:

Reformation's Director, Sustainability Engagement job description

Job Title: Director, Sustainability Engagement | **Reports To:** Chief Sustainability Officer

Main functions & responsibilities:

- Own end-to-end strategy for the Sustainability Scorecard process and sustainability-focused continuous improvement efforts.
- Deliver and continue to optimize sustainability-related internal training and communications
- Develop and maintain sustainability-related purchasing policies, practices, and reporting including environmentally preferred and diversity standards
- Drive energy efficiency and transportation management programs for direct facilities and suppliers aligned with the Climate Positive roadmap
- Own sustainable operations manuals, training, and capacity building for Facilities and Retail field teams
- Drive cross-functional internal engagement (like Transportation Taskforce, Green Stores) to ensure we can deliver on roadmaps / progress in each scoped area

Skill requirements:

- BA or Master's ideally with focus in environmental studies/engineering, or sustainability
- Minimum 5 years working in sustainability or related field
- LEED GA or equivalent a plus
- Strong project management, organizational, and time management skills, along with ability to manage multiple tasks and follow through on deadlines/projects simultaneously
- Self-motivation and self-starter skills, proactive

Who you are:

- Data-driven, but also careful to avoid analysis paralysis; realize that purpose of work is to help make better decisions that have an impact
- Strong problem solver with excellent organizational skills and ability to multitask in a fast-paced environment
- An excellent communicator, and someone who can make the complex simple for the non-expert, and engage a diverse group of stakeholders
- A bridge builder - someone who is passionate about bringing sustainability solutions to mass market, and engaging everyone along the way

NATION SWELL

Thank you for engaging with this report.

NationSwell welcomes input on this research and invites you to reach out with questions, feedback, and suggestions for how we can further support your work. Please feel free to email us at Insights@nationswell.com.