

# Chief Sustainability Officer

## Role objective

To explore activities that will make a significant difference to shareholder value whilst at the same time reviewing the company's management of sustainability impacts and risks to reputation.

## Responsibilities

- To look for initiatives that, on their own or in total, represent a strategic opportunity
  - Revenue generation
  - Acquisitions
  - New financing opportunities
  - Major cost savings, particularly around energy efficiency
- To review and enhance the business structure, often separating out a 'green products' portfolio
- To incorporate the drivers of change into an executive remuneration system
- To change the reporting structure so that the sustainability function reports directly to the CEO
- To introduce the latest analytical tools to assess the organisation's performance in the future business arena
- To identify partnerships, outsourcing and collaboration opportunities; these may include:
  - Exploring the possibility of outsourcing energy management to an ESCO
  - Partnering with NGOs to give consumer confidence in the supply chain
  - Pioneering collaborations with competitors to form voluntary industry standards to reduce industry business risks
  - Engaging in constructive dialogue with policy makers to reduce uncertainty in the policy framework
- To engage with key stakeholders to work to:
  - Introduce enhanced training for managers across the organisation
  - Communicate the benefits of the organisation's forward-facing strategy to financial analysts
  - Build reputational capital

## Skills and experience

- Rounded commercial skill set with a developed combination of operational and business issues
- The ability to analyse operational and product risk as well as consumer and shareholder drivers leading to new opportunities in changing markets
- A strong grasp of technology innovation
- The ability to express a vision that articulates impact on an organisation's financial statements
- Previous and demonstrable experience using analytical tools and commercial language
- The ability to form a close relationship with the FD/CFO

- The credibility to engage with policy makers to shape policy and understand how policy frameworks will unfold
- The leadership and inspirational ability to engage the organisation and people in the 'journey'
- The gravitas and media awareness to manage a company's reputation; communicating with stakeholders and tailoring messages specific to shareholders, lenders, employees, neighbours, governments and members of the value chain

## Key CSR competencies

**Collaboration** - Works cooperatively with colleagues and partners to build consensus and deliver desired outcomes for the organisation.

**Influence** – Gains support for the CSR agenda by persuading and convincing others. Understands others and influences them in a way that results in acceptance, agreement or behaviour change. In particular, motivates others to achieve desirable CSR outcomes.

**Integrity** - Walks the talk by acting in a way that is consistent with their values and what they say. Builds credibility and trust through being open and honest about success and failure.

**Organisational Commitment** - Willing to align own behaviour with the needs, priorities and goals of the organisation, and acting in ways that promote organisational needs.

**Self Confident** - Shows belief in your capability to accomplish a task and select an effective approach to a task or problem.

**Strategic** - Demonstrates a broad based view of issues, events and activities and sees their longer term impact or implications. Identifies patterns and connections between situations to identify underlying issues in complex situations.

In addition, **Achievement** (commitment to continuous improvement, tenacity and a clear solutions focus) and **Change Driver** (Challenges others and seeks opportunities to create the environment for change) are core competencies for all sustainability roles.



## KPIs

- Value of external exposure as a result of sustainability
- Value of the organisation's sustainable business reputation
- Carbon reduction and resulting costs saved
- Waste reduction
- Community investment and return on that investment (for the business and beneficiaries)
- Budget management
- New business as a result of sustainability strategy
- Reduction of cost in financing because of CSR
- Public Policy influence
- Senior Management team's performance appraised on their sustainability metrics
- Risks mitigated using sustainability strategy
- % of suppliers complying with procurement policies (including audit compliance)
- Number of sustainability champions (Senior Management and other staff levels)
- Use and distribution of sustainability report
- Innovation arising from organisational expertise in sustainability

## Reporting lines

- CSO is a member of the Board or C-Suite
- CSO links the Board to the Director of Corporate Affairs, the Director of HR, the Director of HSE, and the Director of Corporate Responsibility

## Salary

£200,000 + benefits

Learn more about CR Competencies at BITC's [CR Competency Map](#), an initiative of the [CR Academy](#), a collaborative project led by [Business in the Community](#) to provide training, support and advice on CR.

Discuss the impact and goals of sustainability strategy in your business and how to recruit the best talent to facilitate this with [Acre](#), the leading specialists in sustainability recruitment.