



The CR and Sustainability Salary Survey **2018**

10-YEAR ANNIVERSARY

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A report by:



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p a r t n e r s l l p

flag

For more information about the CR and Sustainability Salary Survey 2018, please go to www.crsalarysurvey.com or email us at: ac@acre.com, Paul.Burke@carystone.com or Victoria.Taylor@Flag.co.uk.

FOREWORD

Continuously quizzed for careers advice, I first caution anyone wanting to get into the Corporate Responsibility and Sustainability (CRS) industry that I have never had a career. Instead, like a surfer catching a series of waves, I have enjoyed the privilege – and challenges – of operating at the foaming edge of market change and business leadership.

A glorious learning opportunity. Along the way, I have co-founded four companies since 1978, all of which still exist in some form or another. Over the years, they have provided employment to hundreds of people – many of whom I continue to count as lifelong friends. Meanwhile, our 10-year-old firm, Volans, was just ranked in the top group of B Corporations in the UK.

But the moment an HR Director is recruited is typically the moment where I think about moving on. The emergence of a formal HR function signals growing size and complexity – and the continuing growth of the CRS industry suggests it will employ a lot more HR people over time.

Collectively, we have created a new global industry. Not yet a giant, with annual revenues in the range of \$1 billion last time I looked, but one with huge upside potential.

The upside is now measured in the trillions of dollars or euros. Jeremy Oppenheim, who contributed a foreword to the 2016 edition of the Acre survey, led the Business & Sustainable Development Commission's work that forecast annual revenues of at least \$12 trillion a year in markets linked to the UN Sustainable Development Goals (SDGs).

As this 2018 edition of the survey notes, the CRS agenda continues to mainstream powerfully, despite political riptides. The relevant activities are "no longer consigned to the care of a separate function, hidden away in a remote corner of head office, or outsourced to a specialist consultancy". Instead, we have witnessed "the rise of a highly skilled and motivated body of practitioners committed to seeking a long-term career in the sector".

Interestingly, this seems to be a fairly happy breed of men and women. A quarter of respondents this time around are very satisfied with their jobs, with a further 56% satisfied, though the survey reveals that the typical salaries for these two groups are diverging in unexpected ways.

And, while women continue to be dominant in the survey, accounting for 60% of respondents, the fact that a gender pay gap still exists signals the sector's failure to turn at least some of its rhetoric into effective action.

If we are to deliver the SDGs by the 2030s or 2040s, we will need to move from incremental to increasingly exponential solutions – and the types of talent that can help drive the biggest economic transition in human history. Don't expect to find all the answers in the following pages, but do look for some statistically well-founded clues.



**JOHN ELKINGTON, CHAIRMAN
AND CHIEF POLLINATOR, VOLANS**

INTRODUCTION

Welcome to the latest edition of the CR and Sustainability (CRS) Salary Survey. It's now just over 10 years since we launched the first survey. The survey's aim remains as it was then: to shed light on remuneration in the sector, roles and responsibilities, qualifications, career paths and the resources available to implement CRS strategies and policies in the private and public sectors.

The fact that the survey is so eagerly awaited and referred to by such a large number of CRS practitioners is testimony both to the range and quality of the information it contains, and to the natural interest we all have in understanding how our experience of the sector (and pay packets!) match those of our peers.

As always, we're extremely grateful to the individuals who've provided commentary on different aspects of the results – their perspectives ensure that the raw data is placed within the proper context. We also thank all of those who participated in the survey – especially those who've been with us from the beginning – all the way back in 2007. We hope you'll find within the following pages the insights and answers you're looking for.

Thank you also to our distribution partners who helped us market the survey to a large international demographic – [BSR](#), [ICRS](#), [Elevate](#), [Business Green](#), [The Crowd](#).

For further information on Acre, Carnstone and Flag, please turn to page 47.

RESULT HIGHLIGHTS

- 1,277 respondents this year, with an increased response from Europe.
- The percentage of female respondents broke the 60% mark for the first time.
- Women are now a majority in every one of our generic role types with the exception of Director/Partner in consultancies.
- As with all our previous surveys, average salaries continue to be higher for those working in-house than for consultants with the gap widening to £12,000 this year.
- Those working in North America enjoy the highest average salaries of £90,000.
- The best paying sectors are Natural Resources, Health and Consumer Goods, with average salaries of £97,000, £89,000 and £81,000 respectively.
- 90% of respondents have either an undergraduate and/or postgraduate degree.
- 72% of respondents have a postgraduate degree (including MBAs) compared to 49% in 2007.

WHAT WE MEAN BY CORPORATE RESPONSIBILITY AND SUSTAINABILITY

Corporate responsibility and sustainability (CRS) professionals are hard to define. By their very nature, they are addressing complex, multifaceted problems and opportunities. People interpret CRS differently depending on factors such as culture, religion, governmental systems and legal/regulatory requirements. For the purposes of this survey (and in line with the approach adopted by the Institute of Corporate Responsibility & Sustainability in the UK), we have used the European Commission's definition, adapting it slightly.

We define CRS as the responsibility of enterprises for their impacts on society and the environment. This means there needs to be strict adherence to relevant legislation and codes of practice, and social, economic and environmental impacts – such as ethics, human rights, consumer issues, climate change and constraints on natural resources – need to be addressed through an organisation's strategy.

THE SAMPLE

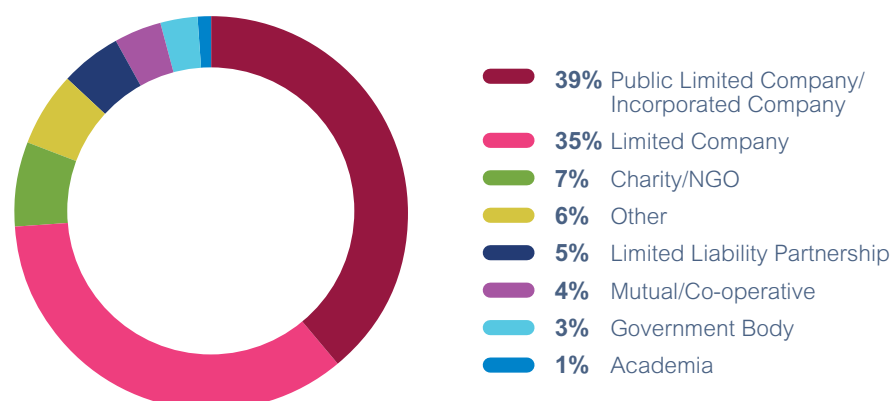
A total of 1,277 people completed this year's survey. This included an increased response rate from Europe (from 18% to 22%) and a slightly reduced response from the UK.

The respondents can be divided into two groups: in-house employees, who make up 72%, and consultants, who make up the remaining 28%. This split is broadly similar to what we have seen over the last three surveys.

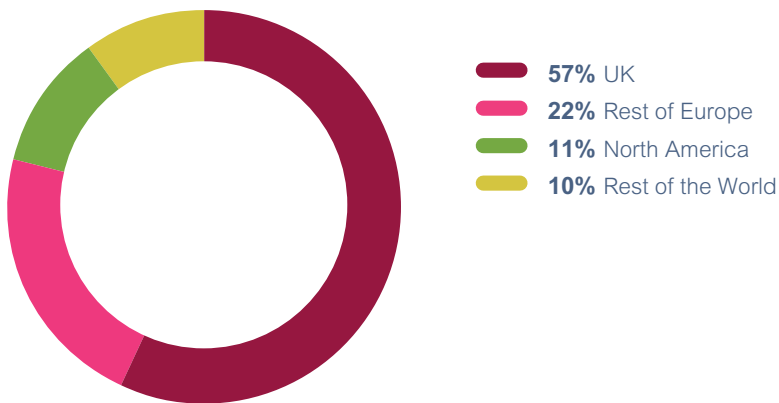
HISTORY OF NUMBER OF RESPONDENTS



PARTICIPANTS BY ORGANISATION TYPE



RESPONDENTS BY LOCATION



Our first two surveys focused on the UK, but in 2010 we extended participation to a global audience. Since then, the UK has always provided the highest number of responses and typically at least twice as many as the next largest grouping (Rest of Europe). In 2014 and 2016, the UK provided 60% and 61% of the respondents, but this year saw a slight fall to 58%; conversely, the number of respondents from the Rest of Europe and North America increased. The responses from the Rest of the World (which includes Africa, Central & South America, Asia and Australasia) also fell slightly, despite our efforts to increase participation through a concerted communications campaign.

The fall in the number of UK respondents raises the question whether the sector as a whole in the country is contracting. Based on our own experience, we do not believe that is the case. Rather, we suspect a combination of factors – including an element of survey fatigue coupled with a failure to engage the interest of those working in CRS roles in smaller companies and start-ups – is responsible for what we hope is a temporary blip.

With the exception of 2014, women have always provided the majority of responses and the most common gender split over the survey's history has been around 51% women/49% men. However, this year the gender divide was much more pronounced with a 60/40 split in favour of women. Only on one other occasion – in our second survey back in 2008, when the percentage of female responses reached 62% – has it been this high. We wonder to what extent this upsurge has been prompted by the increased scrutiny of actual or perceived bias in remuneration – especially in the UK with the recent focus on Gender Pay Reporting – and broader discrimination against women in the workplace (as evidenced by the support for campaigns such as #MeToo)?

REMUNERATION

Currency	GBP
1.00 CHF	0.74
1.00 AUD	0.55
1.00 EUR	0.88
1.00 USD	0.72

Rates are an average of the mid-market rates prevailing on 21 March and 30 April 2018 (Source: XE.com).

SALARIES

Before looking at changes in remuneration since the last survey and going back to 2007, we need to make our usual caveats:

- First, data of this type can be distorted by a small number of outliers (either very high – or very low – salaries and bonuses) distorting the averages. That's why it's important to look at the median (the 'middle' point in the data set) and the distribution as well as the mean.
- Secondly, the figures quoted take no account of inflation. Thus, and notwithstanding historically low rates of inflation in the UK over the period, it most definitely isn't the case that the pound in your pocket in 2007 is worth the same as it is in 2018.
- Thirdly, exchange rates vary over time, which obviously makes comparisons difficult. Looking back at the rates that prevailed at the time of the last survey, all of the four currencies mentioned above have increased in value relative to the pound: Swiss franc by 7%; Australian dollar by 12%; euro by 14%; and US dollar by 3%. However, since the survey went global in 2010 a slightly different picture emerges with the Swiss franc and US dollar's values increasing by 21% and 16%, while the Australian dollar and euro have fallen by 5% and 3% respectively. In addition to these exchange rate fluctuations, it must also be remembered that the headline figures for each region do not reflect cost-of-living variations across different countries. In other words, the purchasing power of sterling in one country or region cannot be reliably compared with its purchasing power in another, further compounding the difficulties of cross-region comparisons. Additional payment arrangements, such as bonus rates, that are specific to particular countries further complicate the issue.

LAST 10 YEARS AVERAGE SALARIES IN THE UK – OVERALL & PER SECTOR (£K)

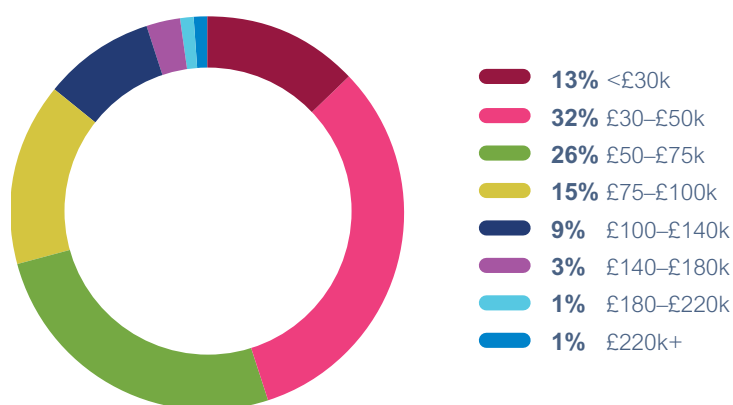
	2018	2016	2014	2012	2010	2008	2007
UK Salary Mean	56	57	55	56	55	50	50

LAST 8 YEARS GLOBAL AVERAGE SALARY – OVERALL & PER SECTOR (£K)

	2018	2016	2014	2012	2010
Global Salary Mean	63	61	61	62	61
Natural Resources	97	92	102	95	
Health	89*	73	69	72	
Consumer Goods	81	69	67	72	68
Banking & Finance	77	67	73	70	58
Telecoms	74	94	74	76	
Technology	70	72	69	69	79
Industrials	68	81	73	93	
Legal	66	60	56	50	55
Transport & Utilities	63	56	68	62	62
Media	61	60	52	67	
Engineering	59	58	63	61	
Retailing	56	55	49	55	
Construction & Property	56	56	57	58	84
Leisure	52	56	48	45	
Support Services	51	72	74	47	

* A degree of caution needs to be applied here as the sample size was quite small.

OVERALL SALARY DISTRIBUTION



Overall, the median salary fell in the range of £50–75k, and at the lower end of that range. The mode fell in the range of £30–50k. The mean in the UK was £56,143 compared to £57,350 in 2016 (a 2% decrease). The percentage earning above £75k in the UK has increased slightly to 20% from 19%. Globally, a small number of individuals are earning salaries at the higher end, with 4% of respondents being paid over £140k and 1% receiving over £220,000. The vast majority of those earning salaries in excess of £140,000 work in-house for major companies (ie with more than 1,000 employees) and are based in the UK, the Rest of Europe and North America.

MEAN SALARIES (£K)

	2018	2016	% change
UK	56	57	-2%
Rest of Europe	68	65	+5%
North America	90	82	+10%
Rest of the World	61	54	+13%

Mean (average) salary:

Global

£63K

UK

£56K

Median (middle) salary:

Global – lower end of

£50K–£75K

UK – upper end of

£30K–£50K

Mode (most common) salary value:

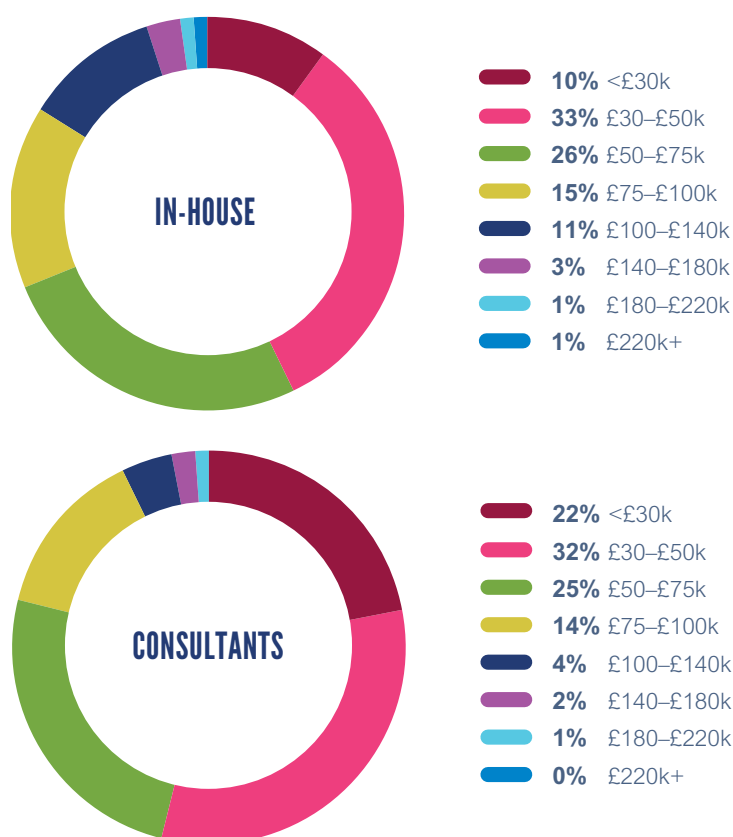
Global

£30K–£50K

UK

£30K–£50K

SALARY DISTRIBUTION BY ORGANISATION TYPE



DAX LOVEGROVE, GLOBAL VP SUSTAINABILITY, SWAROVSKI

From the Fringes to the Centre

Sustainability has become much more embedded in corporate life in the last decade, but it will still need a push from expert teams in the next decade before it becomes fully integrated into business strategies. At that time, we will see sustainability professionals moving into core positions such as Communication, Procurement, HR or Innovation executives.

Until then, sustainability teams still very much have a job to do at various levels. At the strategic end, they are required to ensure the overall sustainability strategy covers all the bases as defined by stakeholders and to establish ambitious plans and commitments in the most material areas.

At the practical end, business teams currently remain in need of specialist support across the value chain. Communicating emerging sustainability topics in a knowledgeable way or sourcing newly available alternative materials will require assistance for the foreseeable future.

When sustainability becomes part and parcel of companies competing in the modern marketplace alongside other more traditional USPs, and when companies embrace inclusiveness and broad stakeholder-defined progress, sustainability professionals can start moving into core functions.

MEAN SALARIES BY ORGANISATION TYPE (£K)

	In-house	Consultants
UK	58	52
North America	96	75
Rest of Europe	73	55

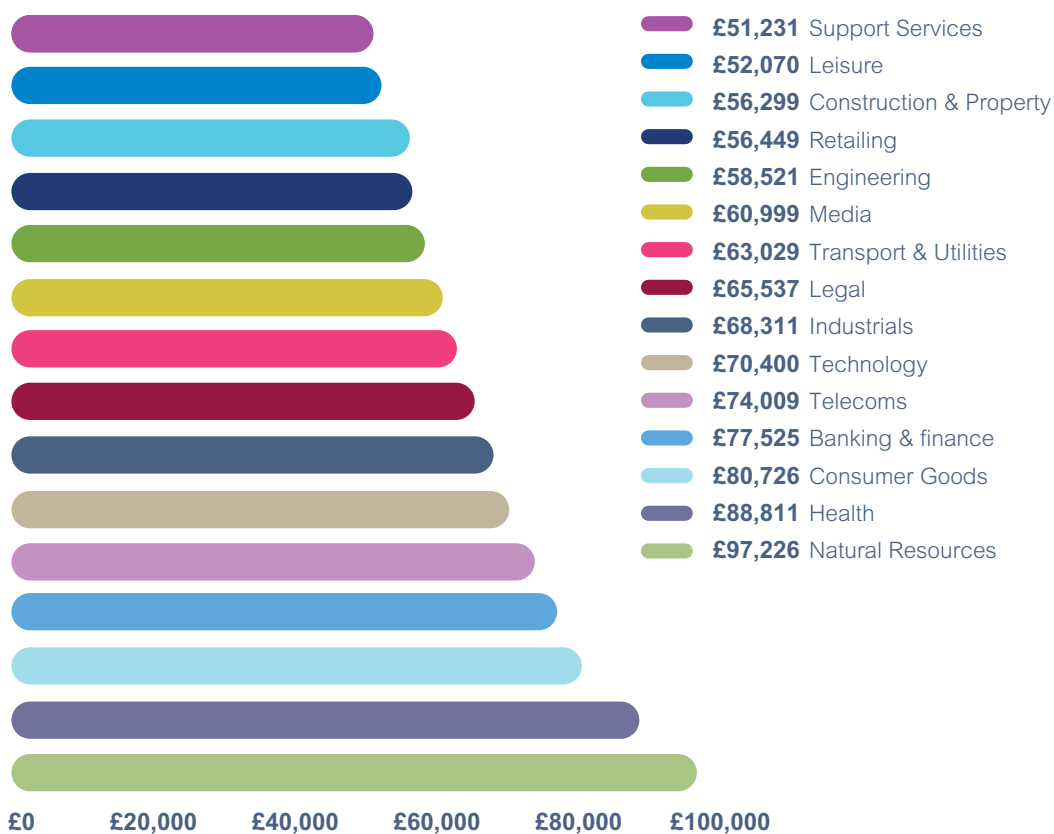
This year's results continue to confirm that those working in-house are paid more than consultants. One of the myths that has been conclusively laid to rest by our previous surveys is the perception that consultants are better paid than those working in-house. If anything, this gap is widening, with the average difference now coming in at just under £12,000 globally (compared to £11,000 last time) and £6,200 in the UK (£5,000 in 2016). Just over half (54%) of all consultants earn salaries of less than £50,000 compared to only 43% of those working in-house.

Given that there is a clear correlation between salaries and the level of income consultants earn, we remain convinced that this disparity in salaries is due to three inter-related factors. First, high levels of competition continue to depress the level of fees that can be charged (ie too many consultants chasing finite amounts of work). Secondly, even in the largest organisations, budgets for CRS-related work – and especially for external support – remain constrained and under constant scrutiny. Thirdly, and perhaps most importantly, many consultants are unable to move beyond low-level, transactional work (perhaps because of a lack of the appropriate skill sets) and/or find it impossible to demonstrate sufficiently the value they add.

The highest average salaries (£90,495) can be found in North America, which witnessed a 10% increase compared to the previous survey. However, as pointed out above, at least some of this change is explicable by the pound's fall relative to the US dollar. Likewise, the average salaries in the Rest of Europe have increased by 5% (from £65,412 to £68,472), which is almost certainly attributable to the fall in value of the pound relative to the euro in the aftermath of the UK's vote for Brexit.

For those based in the UK, we have seen a 2% decline in average salaries (from £57,350 to £56,143). Given the low levels of wage growth in the UK dating back to the 2007–2008 financial crash, this is not that surprising. Compared to the last survey, there has also been a fall in the percentage of UK respondents whose salaries fall within the £50,000–75,000 range (29% in 2016 compared to 24% this year). We wonder if it is this group whose absence is partly responsible for the overall fall in UK respondents. If it is, we encourage them to return to the fold next time round.

AVERAGE IN-HOUSE SALARIES BY SECTOR



BONUSES

LAST 8 YEARS' OVERALL BONUS DISTRIBUTION IN THE UK (%)

	2018	2016	2014	2012	2010
Nil	37	42	41	41	37
£0-£10k	49	44	42	41	42
£10k-£20k	7	7	9	11	13
£20k-£30k	3	3	3	3	5
£30k-£50k	2	2	3	3	1
£50-£100k	1	2	1	2	2
£100k +	1	0	1	0	0

LAST 8 YEARS' OVERALL BONUS DISTRIBUTION GLOBALLY (%)

	2018	2016	2014	2012	2010
Nil	37	40	41	36	33
£0–£10k	43	42	39	39	44
£10k–£20k	10	8	11	14	13
£20k–£30k	4	4	4	4	5
£30k–£50k	3	2	4	3	3
£50–£100k	2	3	1	3	2
£100k +	1	0	1	1	0

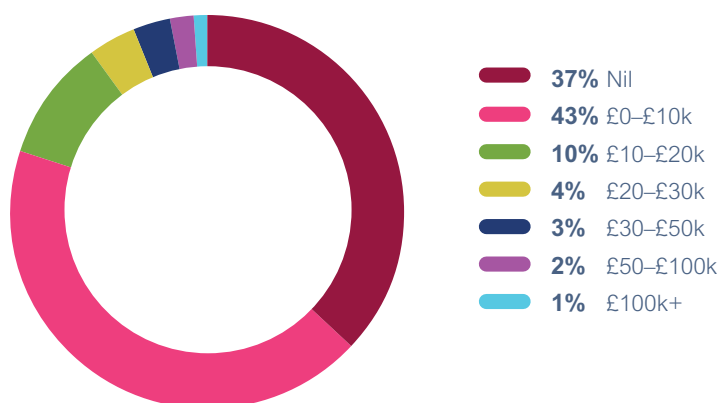
2018 – OVERALL BONUS DISTRIBUTION

Overall, both the percentage of respondents receiving no bonus (37%) and those receiving less than £20,000 (90%) were in line with the previous survey. That said, a small number of individuals are clearly enjoying very significant bonuses and are, overwhelmingly, working in-house for larger companies.

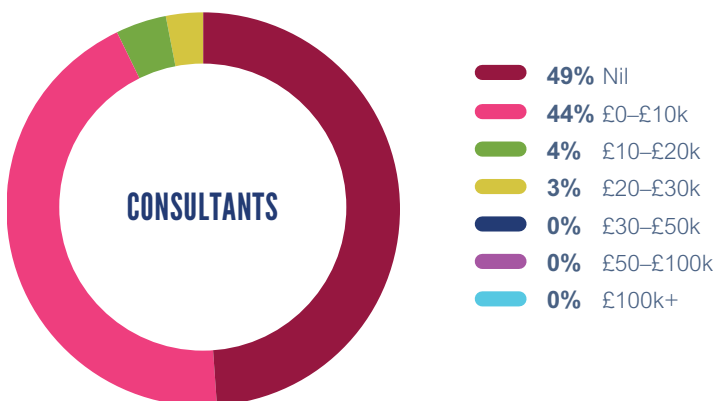
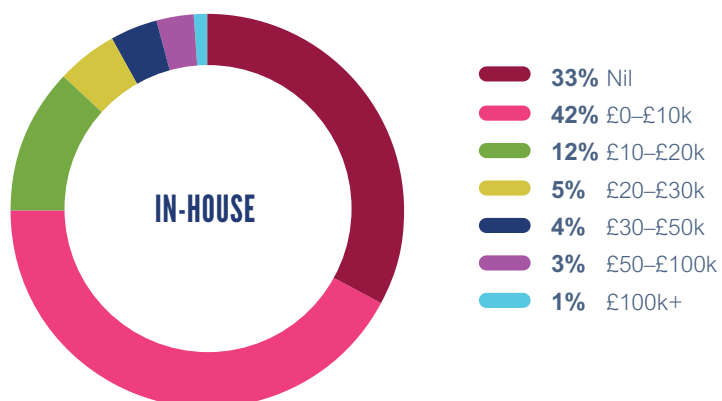
In the UK, the percentage receiving bonuses increased slightly from 58% in 2016 to 63% this year. However, this change was due entirely to a larger number of respondents receiving bonuses worth less than £10,000. As with the global results, while there are people receiving bonuses of £50,000 or more, they remain very much the exception.

Since we started the survey, it's noteworthy that the percentages of people receiving a bonus and the distribution of amounts received have remained relatively consistent. As we have said on previous occasions, we suspect that a major issue for triggering a bonus and the amount paid remains the challenge of quantifying individual contribution in a sector that is characterised by co-operation and collaboration and, perhaps more fundamentally, identifying the scale and impact of improvements in CRS performance.

OVERALL BONUS DISTRIBUTION



BONUS DISTRIBUTION BY ORGANISATION TYPE



ANNA MARIA RUGARLI, SENIOR DIRECTOR, SUSTAINABILITY & RESPONSIBILITY, EMEA VF CORPORATION

The apparel and footwear industry is undergoing major changes; consumers are becoming more and more conscious and keen to know how the products they buy are made. But this is not all, as access rather than ownership is driving consumption choices of younger generations, requiring companies to investigate how to shift from a linear model of production and consumption to a circular one. Mass-customisation, on the other hand, is gaining momentum: our consumers are asking our brands to be part of an experience rather than just a transactional relationship. They want to feel and look unique, while at the same time they desire our brands to be their safe-space in which they can experience the world. This also has a reflection on talent management and recruiting; companies are not just an employer anymore, they are an enabler of experiences that can help employees to cultivate their passions. At VF, we are addressing all these topics through a journey to become a purpose-led company.

It is an exciting time for sustainability professionals, as all these changes are now impacting consumer behaviours. In this context, leaders are turning to sustainability as a strategic element to unlock business value and gain competitive advantage.

While nearly half of all consultants received no bonus, only 33% of those working in-house were in a similar position. As we've said previously, the lower salaries of consultants are not offset by more generous bonuses. The much higher percentages of bonus relative to salary payable to those working in-house and earning over £100,000 is very much in line with corporate remuneration policies, where lump sums of around 25–30% of salary are not uncommon, with even higher levels being the norm in sectors such as financial services.

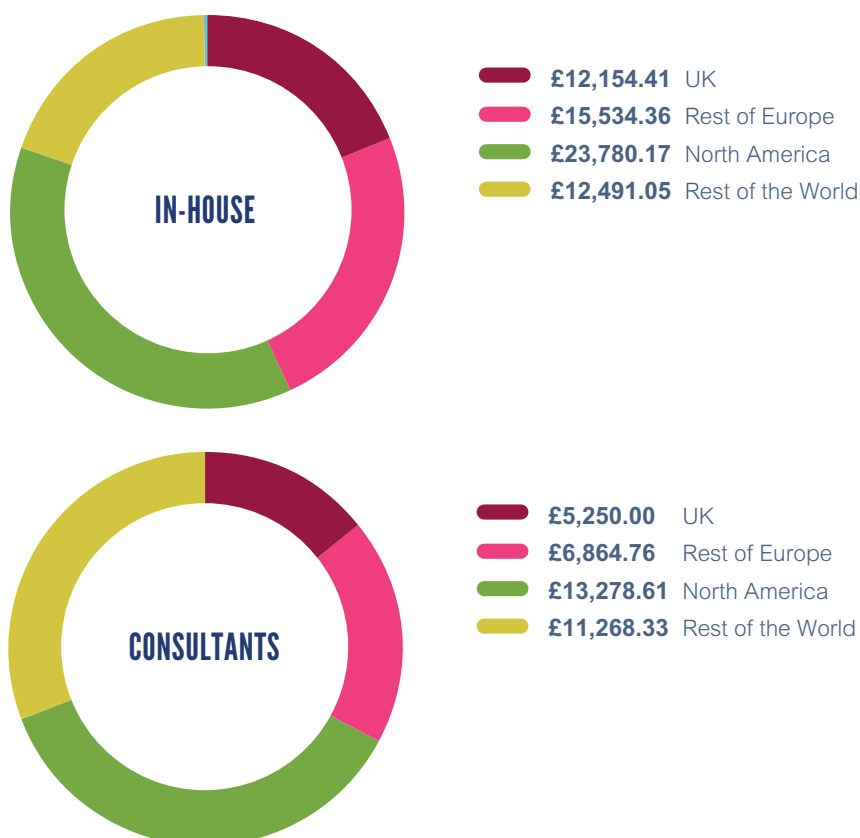
2018 – AVERAGE BONUS LEVEL BY SALARY BAND (OF THOSE THAT DO RECEIVE BONUSES) (£K)

	Overall	Consultants	In-house
<30k	3	3	3
£30k–£50k	4	4	3
£50k–£75k	7	6	8
£75k–£100k	17	14	17
£100k–£140k	29	8	31
£140k–£180k	38	15	42
£180k–£220k	75	23	82
£220k +	112	0.0	112

2018 – AVERAGE BONUS LEVEL BY REGION AND ORGANISATION TYPE (OF THOSE THAT DO RECEIVE BONUSES) (£K)

	Consultants	In-house
UK	5	12
Rest of Europe	7	16
North America	13	24
Rest of the World	11	12

AVERAGE BONUS LEVEL BY REGION AND ORGANISATION TYPE



CAROLINE HILL, HEAD OF SUSTAINABILITY AND PUBLIC AFFAIRS, LANDSEC

It is encouraging to see that female respondents broke 60% for the first time. It is perhaps not surprising that the CRS sector would be a front runner for female representation and is hopefully an indicator of change further down the line for non-CRS trends in industry and consultancy. However, the reported gender pay gap within our industry is disappointing and needs to be a focus for change. Another trend of note is the significant increase in the percentage of respondents with postgraduate degrees – this is a strong signal of the professionalisation and maturity of our industry. Likewise, the reported levels of commitment to CRS remain high. However, we cannot be complacent as sustainability performance is still below where it should be, and the need to be able to show the value creation CRS supports is perhaps more needed than ever before. Overall, the survey is undoubtedly the most comprehensive data source of CRS salaries and is an invaluable tool for businesses in benchmarking reward.

CASH REMUNERATION

Given what we say above, it's no surprise that total cash remuneration (ie salary plus cash bonus) is much higher in-house than for consultants. While a quarter of consultants received over £75,000, 37% of in-house respondents were so rewarded. Conversely, while 19% of consultants earned under £30,000 in total, only 8% of those working in-house received this amount.

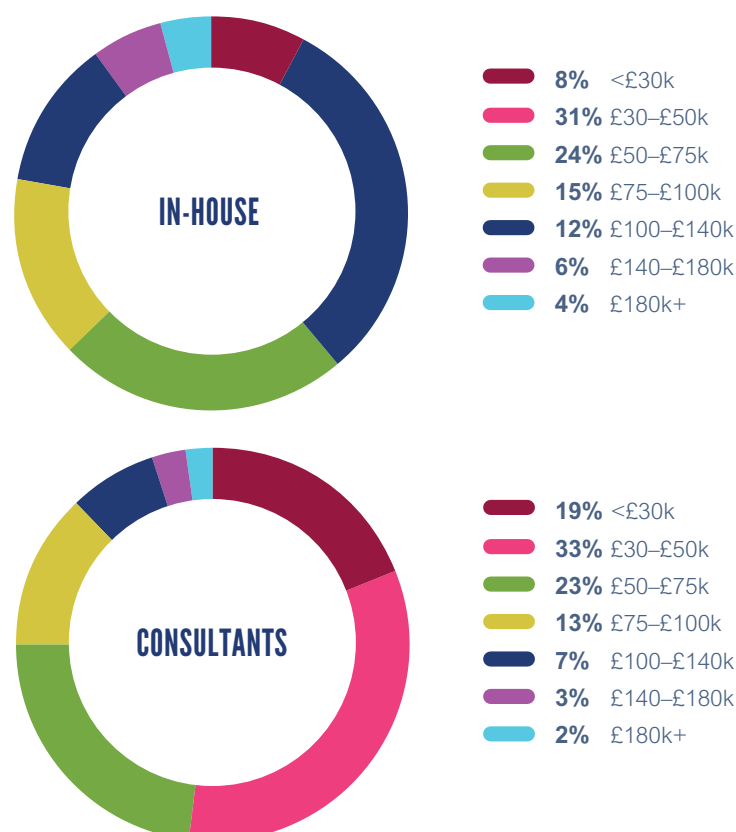
LAST 6 YEARS' TOTAL CASH REMUNERATION IN THE UK/CONSULTANT VS IN-HOUSE (£K)

	2018	2016	2014	2012
Remuneration Mean	63	63	62	60
Consultant Remuneration Mean	54	57	58	59
In-house Remuneration Mean	66	65	63	61

LAST 6 YEARS' TOTAL CASH REMUNERATION GLOBALLY/CONSULTANT VS IN-HOUSE (£K)

	2018	2016	2014	2012
Remuneration Mean	71	68	68	70
Consultant Remuneration Mean	58	58	58	59
In-house Remuneration Mean	76	72	72	74

TOTAL CASH REMUNERATION



Mean (average) cash remuneration:

Global

£71K (versus 68k in 2016)

UK

£63K (similar to 2016)

Median (average) salary:

Global – lower end of

£50–£75K (similar to 2016)

UK – upper end of

£30–£50K

Mode (most common) salary value:

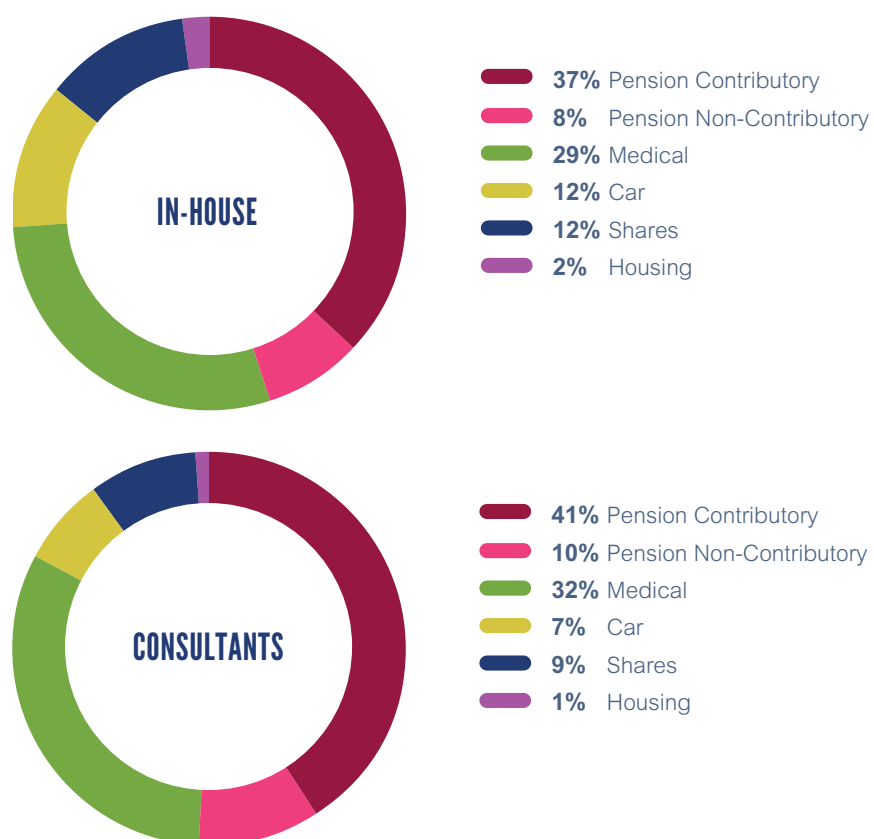
Global

£30–£50K (similar to 2016)

UK

£30–£50K (similar to 2016)

BENEFIT DISTRIBUTION BY ORGANISATION TYPE



GENERIC ROLE DESCRIPTIONS

When we first conceived the idea of a salary survey of this type back in 2007, one of our main motivations was to establish benchmark salaries for different roles across the sector and to identify – in broad terms – the type of people who occupied these roles. From the outset we realised that the survey was not – nor could ever be – a medium for capturing detailed and objective job evaluation information for each participant’s role (though at different times over the years we have been approached by people who’ve wanted to use it for this purpose).

We’ve always stressed that, based on the survey data, it is impossible to say for example, whether two respondents with the job title ‘CR Manager’ perform the same or similar roles. It’s also the case that with the information the survey provides, we can’t say whether subtle differences in job title signify the naming conventions of different organisations or something more fundamental (for example, is a ‘CR Manager’ equivalent to a ‘Manager – Sustainability’?).

However, notwithstanding these methodological challenges, we identified a number of generic roles, based on our own understanding and personal experience of in-house and consultant roles. We then analysed the data to suggest what each would receive by way of salary and bonus. What follows are composite descriptions of the educational qualifications, career histories and other personal characteristics that would most likely be attached to these roles. It is important to note that – as with all composite images – they are approximations of reality. Despite the passage of time – and developments in both the conception and application of CRS – we believe these categorisations (crude as they are) provide a valuable perspective on the ‘typical’ occupants of these roles.

All figures in the examples below are a combination of salary and bonus.

IN-HOUSE (LARGE COMPANIES WITH MORE THAN 1,000 STAFF)

Director/Head

The most senior CRS person in the organisation has an average total remuneration of £124k (UK – £113k), though many earn a lot more – the top 20% receive an average of £220k (UK – £191k). For the first time since the survey began, the person concerned is more likely to be female than male – a significant change since the last survey.

The person concerned will almost certainly have a first degree – though not in a CRS-related subject – and around two thirds will have a master’s (fairly evenly split between CRS-related and non-CRS-related). They will have been in full-time employment for a minimum of 15 years, and very possibly a lot longer, and around 70% will have previous CRS experience. The overwhelming majority will have control of a budget of around £750k (a quarter lower than in the last survey).

Manager

Managers receive an average remuneration of £63k (UK – £56k) with the top 20% receiving an average of £116k (UK – £93k). Just over half of managers control a budget, typically of around £447k. People in this role report to a more senior individual with overarching responsibility for CRS. Managers are overwhelmingly female and, typically, will have been in full-time employment for around 10 years and this won't be their first CRS role. Managers will almost certainly have a first degree – but not in a CRS-related subject – and over half will also have a master's degree, with two in three having studied a CRS-related subject to this level.

Adviser/Analyst

This person is a member of a larger team reporting to the Manager or Director/Head roles described above. Advisers are likely to be female graduates earning around £40k (£36k in the UK) and have been in full-time employment for less than 10 years.

CONSULTANCIES

Director/Partner

This could be a senior person in a CRS team at a large consultancy or the owner/founder/director of a smaller consultancy. Twice as likely to be male than female, this person earns around £88k (UK – £80k) and controls a budget of around £324k. Around 80% of directors are graduates and a similar percentage have a master's, with around a third of the latter in a CRS-related subject. He or she will have almost certainly worked in CRS before the current role and have been in full-time employment for an average of 15–20 years.

Senior consultant

Senior consultants are more likely to be women. They have an in-depth knowledge of a particular aspect of CRS, though some might be generalists. Almost certainly a graduate, these individuals are also likely to have a master's in a CRS-related subject. On average, they earn around £59k (UK – £60k), will have worked in the sector for around 10 years and are likely to have previous experience in another CRS-related role.

Consultant/Analyst

This role is usually occupied by someone with less experience of CRS and who supports more senior colleagues. They are predominantly female, earning about £39k (UK – £37k). They've almost certainly worked in CRS prior to their current jobs and have been in full-time employment for around five years.

EDUCATION, QUALIFICATIONS AND CAREER HISTORY

2018 – QUALIFICATIONS OF PARTICIPANTS (%)

	%
Recognised Apprenticeship	6
Professional qualifications	30
MBA	11
Masters/Doctorate	61
1st Degree	74
1st degree and/or postgrad degree	90
Professional qualifications non-CR	45
Professional qualifications CR	40
Both	15
Masters/Doctorate non-CR	35
Masters/Doctorate CR	60
Both	5

One of the most consistent themes from the first survey onwards has been the high level of educational qualifications of the participants. This year, 90% of respondents had attained either an undergraduate and/or postgraduate degree. While this is consistent with the expansion of higher – or tertiary – education globally this sector is characterised by a workforce that are academic achievers.

This year, the number of respondents with postgraduate qualifications – 61% – decreased slightly compared to last time (63%). However, this was offset by an increase in the number of respondents with MBAs – 11% versus 9% in 2016. Since 2007, the percentage of respondents with a postgraduate degree (including MBAs) has increased from 49% to 72%. The percentage of respondents with MBAs varies across the main regions with 19% in the Rest of the World, 18% in North America and the Rest of Europe, and 6% in the UK. The latter is, perhaps, explained by the shorter history of MBA courses and their lower popularity in the UK compared to other countries – for example, the USA – and that those interested in pursuing a career in CRS are more likely to opt for a master's that relates directly to these issues.



PETER HUGHES, DIRECTOR, SUSTAINABILITY, PEARSON

Is being in sustainability the dream job?

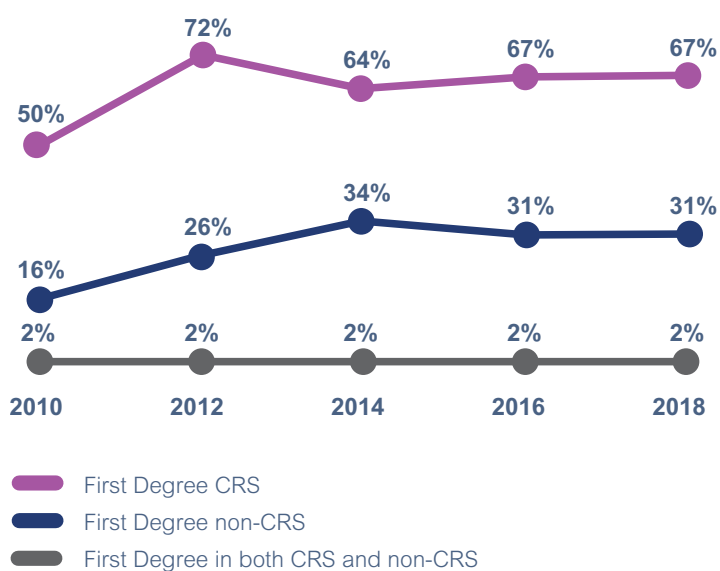
It should be. We currently live in a mixed up, uncertain, complex and interconnected world. Huge challenges exist on inequality, food security, inclusive growth and the future of work. Trust in companies remains low and companies have discovered 'purpose' and the importance of reconnecting with the values of bettering society and the environment.

All this translates into the opportunity and increasing reality for sustainability professionals to be a valued voice in shaping strategy, stimulating innovation and building partnerships to help solve some of those huge challenges. Unsurprisingly, job satisfaction levels are pretty high.

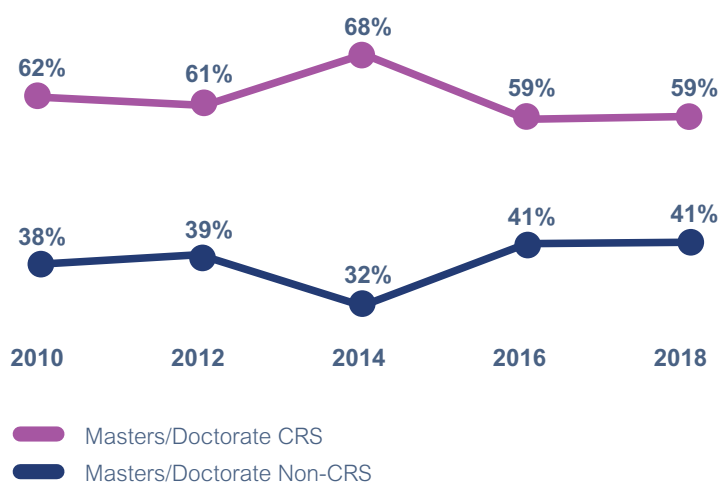
And yet, the latest CR and Sustainability Salary Survey tells a slightly different story – a profession with constrained budgets and salaries, which are not necessarily reflecting the growth in importance of the function. Maybe we all need to use this survey more to get the recognition the profession deserves?

Since 2010, the percentage who've worked in CRS for 10 years or more has increased from 29% to 48%. This suggests that there is an ever-growing number of people who have spent a large part of their careers working in the sector. This raises challenges both for employers (for example, how to accommodate the aspirations of long-serving CRS practitioners?) and those seeking to break into the sector (how do they overcome their apparent lack of practical experience when compared to other, more seasoned individuals?).

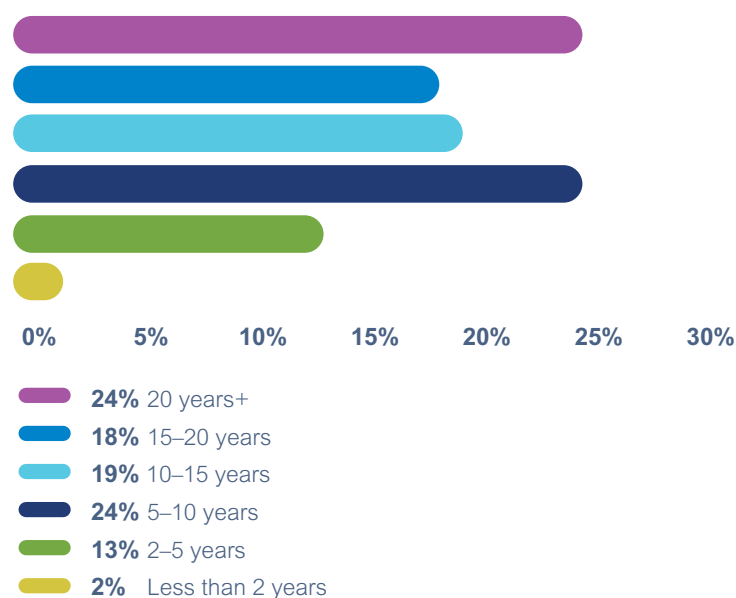
FIRST DEGREE – GLOBAL HISTORICAL TREND



MASTER/DOCTORATE GLOBAL HISTORICAL TREND



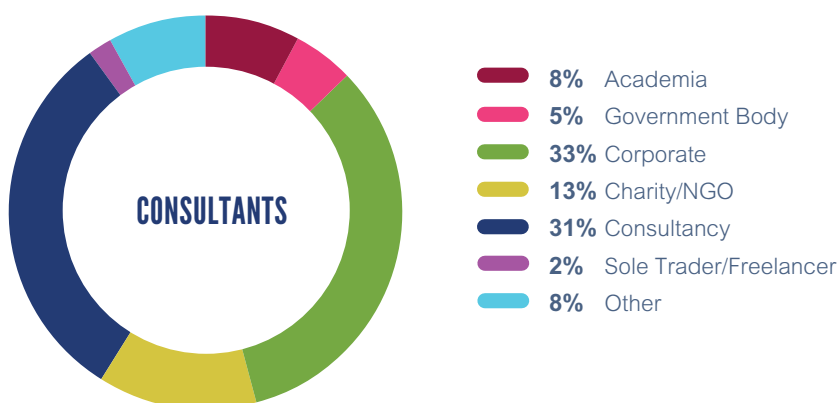
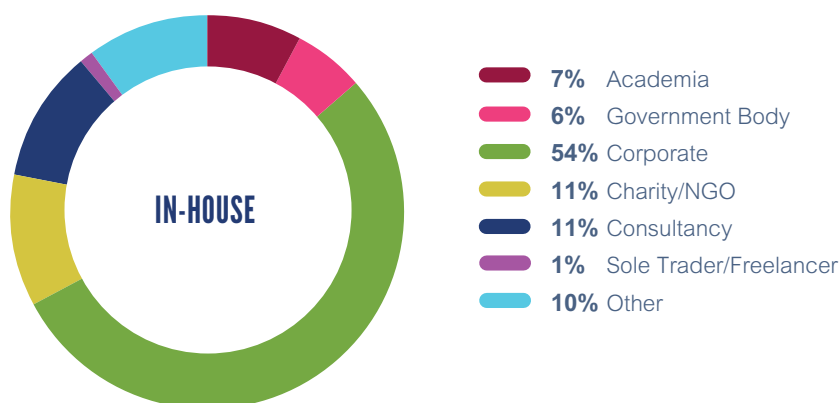
TIME IN EMPLOYMENT



TIME IN CR IN THE LAST 8 YEARS GLOBALLY (%)

	2018	2016	2014	2012	2010
Less than 2 years	3	2	3	2	2
2–5 years	19	15	20	24	28
5–10 years	30	40	38	35	41
10–15 years	26	19	22	25	18
15–20 years	15	16	9	9	7
20 years +	7	8	8	5	4

WHERE PEOPLE WORKED PREVIOUSLY



FRANCOIS TASMOWSKI, SENIOR DIRECTOR, GLOBAL CORPORATE SUSTAINABILITY AND RESPONSIBILITY, MCCAIN FOODS FRANCE

I used to consider optimism as a personality trait. Now, in the face of the daunting state of the world, I increasingly consider optimism to be a moral duty. As the financial markets are slowly waking up to the strategic importance of sustainable investments, as the mindset within corporations is finally evolving from CSR to sustainable business models and as millennials are shaping up to become the largest working population in the coming years, I have a sense of hope. Hope that we are reaching a tipping point. A tipping point towards a more sustainable and inclusive economy and growth.

In order to be a high-impact sustainability change leader, you need to be a systems-thinker, an empowering influencer, an empathic connector, a resilient performer and a creative entrepreneur.

Those skills are precious and finding those talented individuals that are capable of leveraging those skills effectively in order to truly integrate sustainability at the heart of the business strategy and across the operations is not easy. As the strategic importance of the sustainability role increases, I feel the compensation package of sustainability professionals is still undervalued. To attract and retain the best talent in this space, a robust reward/recognition model will be fundamental. Benchmarking against commercial and innovation functions might be a good start.

2018 – KEY COMPETENCIES

The ability to engage with stakeholders was viewed by all respondents as the most important competence for getting into the profession, while the ability to influence and persuade was viewed as the most important competence for operating at maximum effectiveness once in. This is a shift compared to our last survey where all respondents saw the ability to engage with stakeholders as the most important competence for operating effectively once in.

In-house respondents then placed the ability to plan and develop strategy second for those seeking to break into in-house roles – followed by the ability to influence and persuade. Furthermore, to work with maximum effectiveness in-house, the second most important competence is engaging with stakeholders followed by planning and developing strategy.

Conversely, for those seeking to break into consultancy, greater emphasis was placed on the ability to plan and develop strategy, followed by research and analysis. We presume this is because these are the skills that can be utilised from day one and are readily marketable to clients. However, according to respondents, to work with

maximum effectiveness as a consultant the second most important competence is to engage with stakeholders, followed by plan and develop strategy. This accords with the standard career progression of consultants where, as they become more senior, there is a greater requirement for strategic advice and convincing clients that what is being proposed meets their needs.

It is interesting to note that research and analysis has dropped out of the top five impact competencies for consultants. We ascribe this development to two things. First, the growing maturity and abilities of in-house CRS practitioners who, as a result, are placing less reliance on consultants for both research and analysis. Secondly, the increasing volume of material that is now readily and freely available online – why pay consultants to search the net when you can do it yourself?

Top 5 entry competencies – In-house

1	Engage with Stakeholders
2	Plan & Develop Strategy
3	Influence & Persuade
4	Research & Analysis
5	Project Management

Top 5 entry competencies – Consultants

1	Engage with Stakeholders
2	Plan & Develop Strategy
3	Research & Analysis
4	Influence & Persuade
5	Project Management

Top 5 competencies for maximum effectiveness – In-house

1	Influence & Persuade
2	Engage with Stakeholders
3	Plan & Develop Strategy
4	Measure & Report Impact
5	Project Management

Top 5 competencies for maximum effectiveness – Consultants

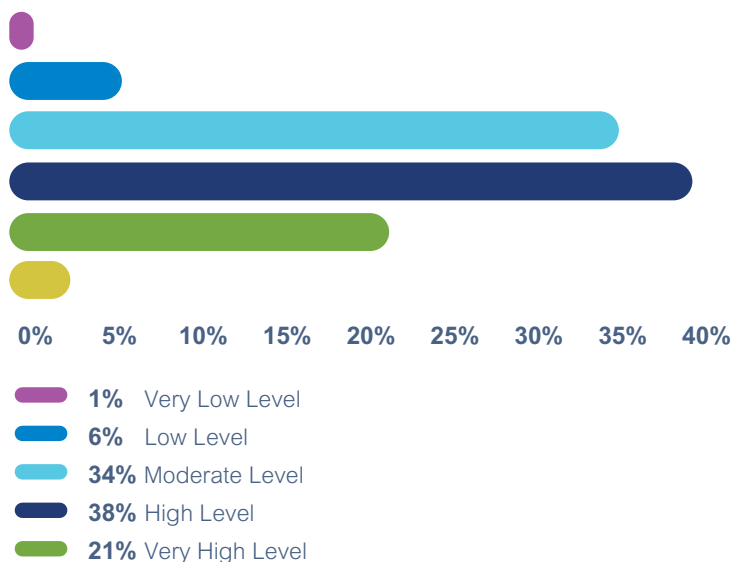
1	Influence & Persuade
2	Engage with Stakeholders
3	Plan & Develop Strategy
4	Measure & Report Impact
5	Project Management

COMPANIES

The levels of commitment to CRS within organisations were roughly on a par with previous surveys and were, again, remarkably consistent across the different regions. Senior management remains more committed than other employees (middle management and more junior employees) – 58% of respondents said the former demonstrated a high or very high level of commitment versus 45% of the latter.

While this supports our own experience when working with clients – with a majority of senior corporate figures publicly recognising the importance of CR and sustainability (whether overall or in terms of particular dimensions of CRS) – we question why, if there is such support at the top, there remains a lack of understanding, ambivalence or even hostility elsewhere? Our concern is that, in many organisations, there is either a failure to ensure the benefits of CRS are clearly articulated and/or there is a disconnect between the rhetoric of the C-suite and the reality on the ground. If corporate cultures remain impervious to CRS and an organisation's strategy and day-to-day operations fail to integrate CRS effectively, this places an even greater responsibility on practitioners.

OVERALL LEVELS OF ORGANISATIONAL COMMITMENT



Fifty per cent of respondents have no budgetary responsibility (up from 35% in 2016). Of those who do, 10% (2016: 15%) have budgets in excess of £1million and the average budget for those managing over £1million is around £1,700,000.

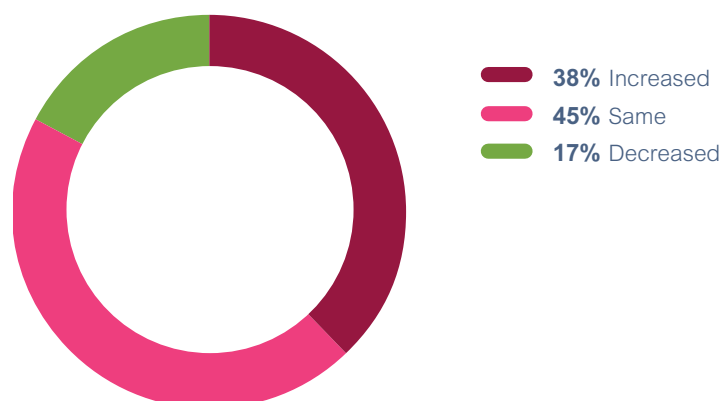
BUDGETS (GLOBAL) (%)

	2018	2016	2014	2012	2010
0	50	35	35	36	34
£1–£100k	19	21	20	19	15
£100k–£200k	8	11	11	12	10
£200k–£500k	8	11	13	10	20
£500k–£1million	5	8	6	7	6
£1million+	10	15	15	17	15

BUDGETS (UK) (%)

	2018	2016	2014	2012	2010	2008	2007
0	53	37	37	37	39	25	n.a
£1–£100k	18	20	20	22	13	17	20
£100k–£200k	7	11	9	9	10	15	14
£200k–£500k	9	12	13	11	22	14	26
£500k–£1million	4	5	6	5	5	8	16
£1million+	9	15	14	15	12	21	24

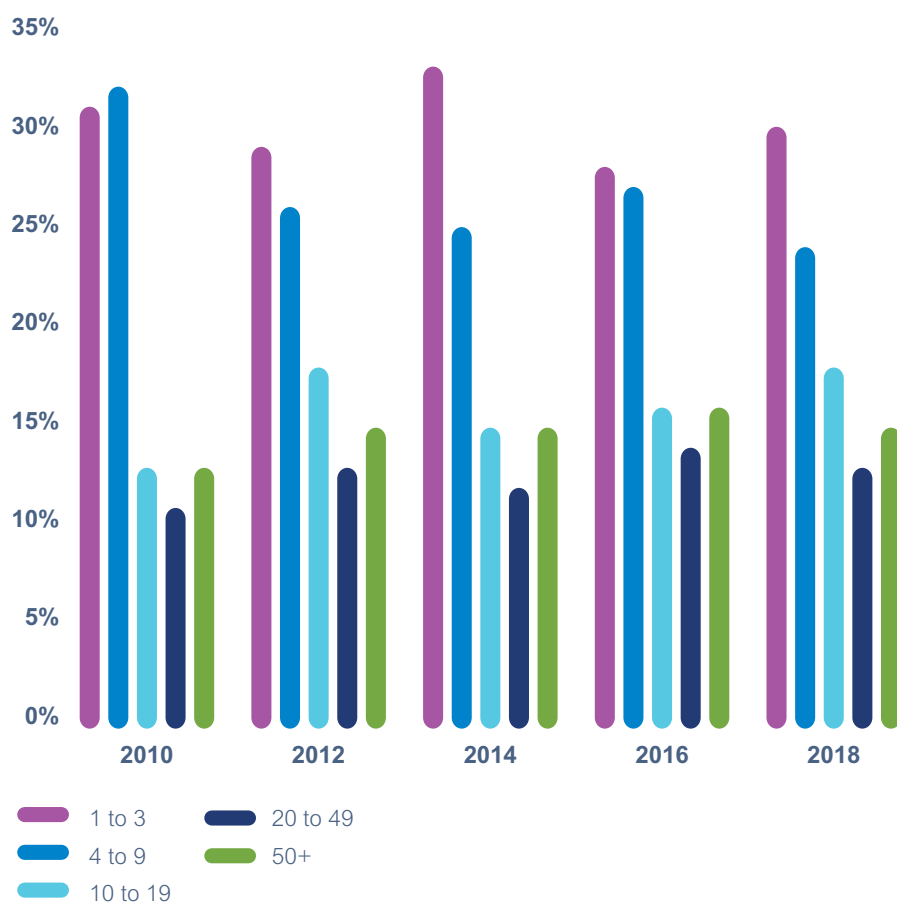
BUDGET SIZE CHANGE IN THE LAST 12 MONTHS



TEAM SIZE IN-HOUSE GLOBALLY (%)

	2018	2016	2014	2012	2010
1 to 3	30	28	33	29	31
4 to 9	24	27	25	26	32
10 to 19	18	16	15	18	13
20 to 49	13	14	12	13	11
50+	15	16	15	15	13

CRS TEAM SIZE – GLOBAL HISTORICAL TREND



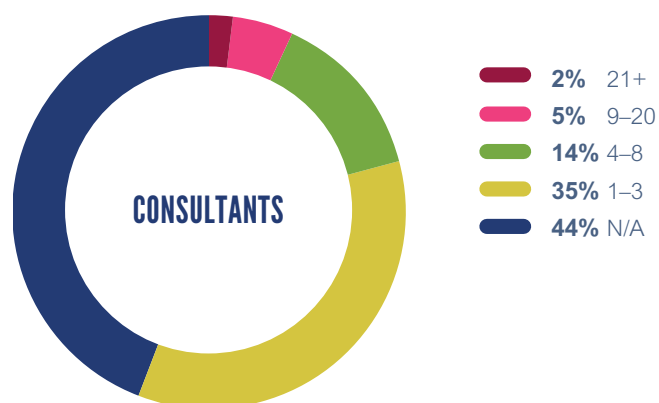
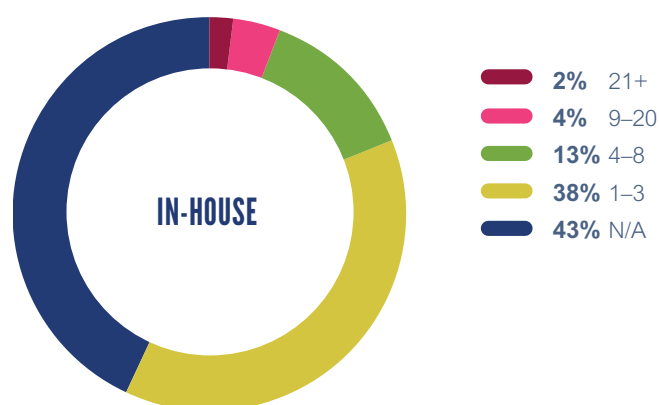
JAMES WALLACE, GROUP LEAD ESG INSURANCE INTEGRATION, SUSTAINABLE SOLUTIONS AND RATINGS, ALLIANZ SE

It's a fascinating set of results compiled by Acre, Carnstone and Flag again. They reflect trends in the economy that we are all facing. The drive for digital business is leading to automation of tasks; nearly every organisation I talk to is looking at flat hierarchies and project-based work models all putting downwards pressure on headcounts.

At the same time, we have new EU Non-Financial Reporting Directive, TCFD requirements, more Modern Slavery legislation in different countries coming and ESG in investment hitting critical mass. Diversity has also seen a long overdue big increase in visibility, even within the insurance sector. Both consulting and in-house functions are increasing recruitment to service all these demands and I suspect this impact will be reflected in results next year.

A fundamental challenge is raised as to why commitment to CRS does not extend beyond top management. Middle management buy-in is a perennial issue, but one largely linked to how we incentivise and reward people. Only when we change remuneration structures that incorporate CRS in a measurable way alongside standard business KPI will we ensure middle management focuses not purely on climbing the ladder but hitting targets to get on board with CRS.

NUMBER OF DIRECT REPORTS



**FRANCES FAY, GROUP DIRECTOR
OF CORPORATE RESPONSIBILITY,
FIRSTGROUP PLC**

One key challenge for any successful CRS professional is the ability to translate the stream of new legal or regulatory requirements, best practice and the ever more vocal stakeholder influences into convincing business propositions that will effect real change, and not just offer lip service to the requirements. It is therefore not surprising that the key in-house competencies being reported in this year's survey are influence and persuade and engaging with stakeholders. As the remit of the CRS professional widens, and with in-house teams remaining relatively small in most cases (54% with less than 10 people), the role increasingly requires not just technical skills and knowledge but the ability to influence and work with other teams across the businesses around us. Satisfaction rates reported this year remain high (with 81% of respondents declaring themselves very satisfied or satisfied), suggesting that those in the field remain dedicated and engaged – perhaps due to the evolving landscape and remit, or the increasing wave of public voice/pressure and opinion on certain topics, ie diesel, air quality or use of plastics, which keep the role interesting and exciting for those involved, and more and more relevant for businesses to engage with.

JOB FUNCTION

The survey unravels what the key day-to-day activities are for CRS practitioners.

Strategy development and reporting/performance measurement retain their top spots both in-house and for consultants, repeating the findings from the 2016 and 2014 surveys. This accords with our own perceptions and anecdotal evidence and we are strongly of the view that these areas will continue to remain a focus of activity for the foreseeable future.

For consultants, the top five activities remain the same as reported in the last survey. For in-house, while the top five activities remain as previously, the running order has changed slightly with stakeholder engagement rising to third place while environment dropped to fifth.

TOP 5 ACTIVITIES – IN-HOUSE (AND COMPARED TO 2016)

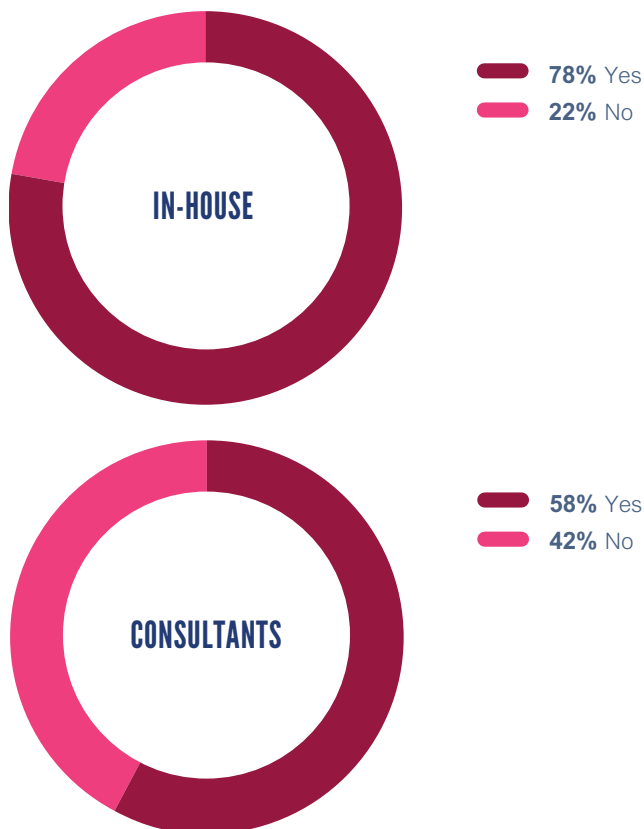
2018	2016	Activity
1 =	1	CR/Sustainability Strategy Development & Implementation
2 =	2	Reporting/Performance Measurement
3 ↑	4	Stakeholder Engagement
4 ↓	3	Environment
5 =	5	Community Investment

TOP 5 ACTIVITIES – CONSULTANTS (AND COMPARED TO 2016)

2018	2016	Activity
1 =	1	CR/Sustainability Strategy Development & Implementation
2 =	2	Reporting/Performance Measurement
3 =	3	Stakeholder Engagement
4 =	4	Auditing/Assurance
5 =	5	Environment

GENDER

POLICY TO PROMOTE DIVERSITY



A very significant percentage (78%) of in-house respondents said that their employers had a policy to promote diversity, and over 80% felt that it was either highly or moderately effective. Among consultants, diversity policies were less commonplace (58%), and over 80% of respondents said they were highly or moderately effective.

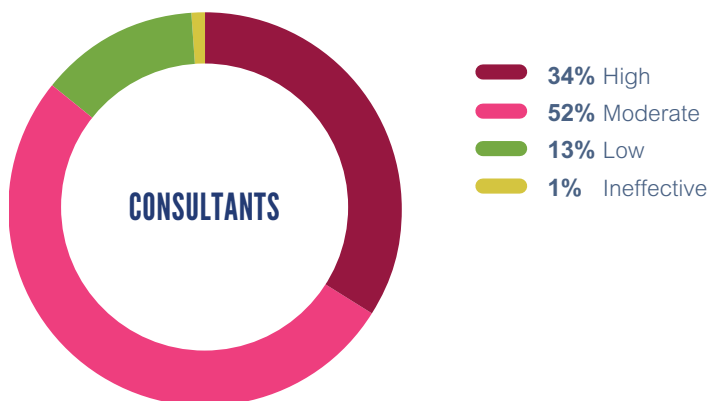
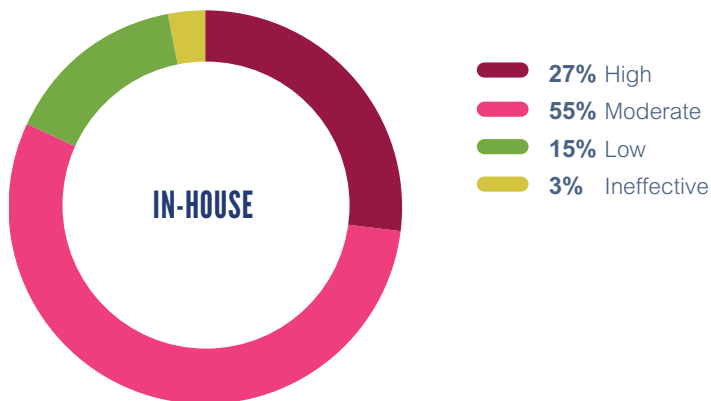


LAURA GITMAN, SENIOR VICE PRESIDENT, BSR, NEW YORK

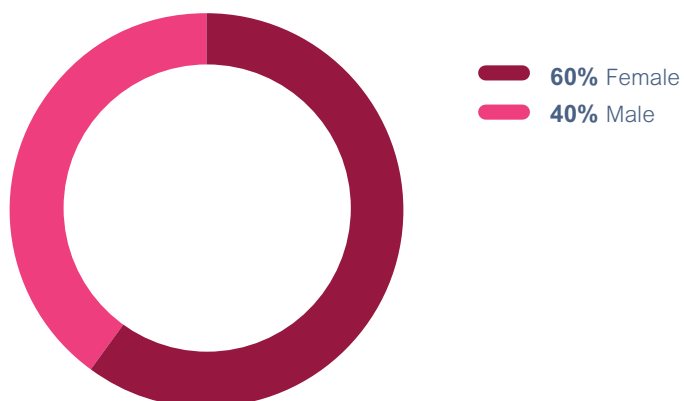
At BSR, we believe the CRS function should reimagine its future in four main ways: as the creator of value for companies, as futurists, as change agents and as coalition builders. We were eager for this year's survey results to see whether current roles and responsibilities in the sector are incorporating such changes, as we firmly believe the creation and implementation of resilient business strategies will require this overhaul of the sustainability function.

It was interesting to see that the top competencies for corporate practitioners are related to strategy and influence, across both internal and external stakeholders. While these skills traditionally have helped CRS leaders react to stakeholder concerns and mitigate risk, these qualities can also position them well to drive organisational change and identify opportunities for value creation and innovation if applied in new ways. I hope to see the findings regarding job function evolve in the next survey. Strategy development and reporting/ performance measurement have been the top activities in the past three surveys, despite substantial change in the field. I'd like to see more of an explicit focus on responding to change and uncertainty, driving innovation and fostering collaboration if the function is going to be successful in the future.

EFFECTIVELY PROMOTE DIVERSITY



OVERALL GENDER SPLIT



The survey continues to highlight disparities in the level of remuneration and seniority between men and women.



MATT SPARKES, HEAD OF CR, LINKLATERS LLP

What appears to be a blossoming profession belies a growing challenge at more senior levels. A modest number have clearly persuaded their employers that if responsible business matters, then it merits a seat at the top table. Yet away from the survey's Premier League, most find no such opportunity, with those top positions taken by exec members who are fed knowledge directly from the senior CR professional (sometimes some way below). The argument that CR will soon be integrated into the business is undermined by the growing sense – evidenced by ICRS among others – that there will always be a unique role for a professional to play. So how to break what is a glass ceiling for most? I think it starts with better articulating our case and then using that in leadership and influence across the business. We must then grasp that role to provide tangible evidence of adding value beyond the norm – a measurable and sustained impact on reputation or revenue. That is easier for some than others, but it is essential for us all, unless most are destined to remain forever bridesmaids to their own happy ending.

Women continue to keep their dominance in the survey and accounted for 60% of the respondents (compared to 51% in 2016 and 47% in 2014). The split is similar to our 2010 first global survey, with women being in the majority both in-house and in consultancies. In-house, women make up 62% of respondents (compared to 57% in 2010), similarly in consultancies women make up 54% of the respondents (compared to 52% in 2010).

Given that women are now in the majority in all of our generic job categories – saving only Director/Partner in consultancies – that a gender pay gap still exists could be seen as a major failing on the part of the sector to put its rhetoric about equality into practice. There's certainly a significant challenge here and much more needs to be done to address both the short term and underlying causes. However, the difference in male and female pay may, in part, be due to a much more mundane explanation: time in the role.

Typically, in most organisations, each job commands a salary based on a variety of factors, including the number of direct reports, amount of budget controlled, where it sits in the corporate hierarchy, and the scarcity or otherwise of the skills and experience required to perform it effectively. Rather than allocate a single 'spot' salary of £X the normal practice is to place the role within a scale from £X to £Y, with the individual being slotted in according to an assessment of his or her abilities and how these relate to other jobs both internally and externally. Generally speaking, employers will aim to position new starters towards the lower end of the scale to allow for future salary increases. Despite attempts to operate remuneration systems that focus more on objective assessments of performance, there is still a tendency to reward length of service. Could the latter go some way towards explaining the gender pay gap in CRS?

Looking at the Manager and Director/Head of categories, while the percentages of those who've been in their roles for 3–5 years are similar, there are far more women who've been in post for less than a year (Manager – 16% women; 5% men; Director/Head of – 22% women; 11% men). Moreover, for the Manager category 23% of women in this role have held the job for more than five years compared to 32% of men. Thus, a larger proportion of women are likely to be found at the bottom of pay ranges and, for the Manager role at least, fewer at the top. If this hypothesis is correct, over time you'd expect this factor to diminish. At that point, the reasons for any remaining gap will have to be found elsewhere.

GENDER SPLIT GLOBAL HISTORICAL DATA (IN-HOUSE VERSUS CONSULTANTS) (%)

	2018	2016	2014	2012	2010
In-house					
Female	62	54	48	54	57
Male	38	46	52	46	43
Consultant					
Female	54	43	44	47	52
Male	46	57	56	53	48

The global average salaries for men and women were £68,309 – an increase of 1.3% on the last survey – and £59,589 (7.5% increase) respectively. This gender pay gap has continued to narrow with an average pay gap of £8,720 compared to £12,260 in 2016. In the UK, average salaries were lower with men earning £63,660 (0.8% increase on 2016) and women £51,598 (1.1% decrease) and the salary gap widened.

GLOBAL (8 YEARS) SALARY DISTRIBUTION BY GENDER – AVERAGES/MEANS (%)

2018 2016 2014 2012 2010

Global (male)

<30k	13	9	10	24	13
£30K–50K	27	28	33	23	24
£50K–75K	25	30	25	25	32
£75K–100K	17	18	15	13	15
£100K–140K	12	10	13	10	11
£140K–180K	3	3	2	3	3
£180K–220K	1	1	1	1	2
£220K+	1	1	1	0	0

Global (Female)

<30k	14	15	18	22	13
£30k–£50k	37	40	43	35	30
£50k–£75k	26	26	23	24	33
£75k–£100k	13	10	9	10	13
£100k–£140k	7	6	7	6	7
£140k–£180k	3	2	1	2	2
£180k–£220k	1	0	0	0	1
£220k +	1	0	0	0	0

GLOBAL (8 YEARS) SALARY DISTRIBUTION BY GENDER – AVERAGES/MEANS (£K) *continued*

	2018	2016	2014	2012	2010
Mean salary					
Global (Male)	68	67	68	67	68
Global (Female)	60	55	52	57	61
North America (Male)	90	87	75	75	75
North America (Female)	91	79	63	63	66
Rest of Europe (Male)	77	77	81	72	73
Rest of Europe (Female)	62	52	59	64	58

We have excluded 'Rest of the World' from the above table because it covers such a wide geography and encompasses countries with widely differing cost of living.

UK (8 YEARS) SALARY DISTRIBUTION BY GENDER – AVERAGES/MEANS (%)

	2018	2016	2014	2012	2010
UK (male)					
<30k	9	6	10	22	12
£30k–£50k	36	35	36	29	28
£50k–£75k	28	33	31	28	37
£75k–£100k	15	14	13	13	13
£100k–£140k	9	10	7	4	6
£140k–£180k	2	1	1	2	4
£180k–£220k	1	1	1	2	0
£220k +	0	0	1	1	0

UK (8 YEARS) SALARY DISTRIBUTION BY GENDER – AVERAGES/MEANS (%) *continued*

2018 2016 2014 2012 2010

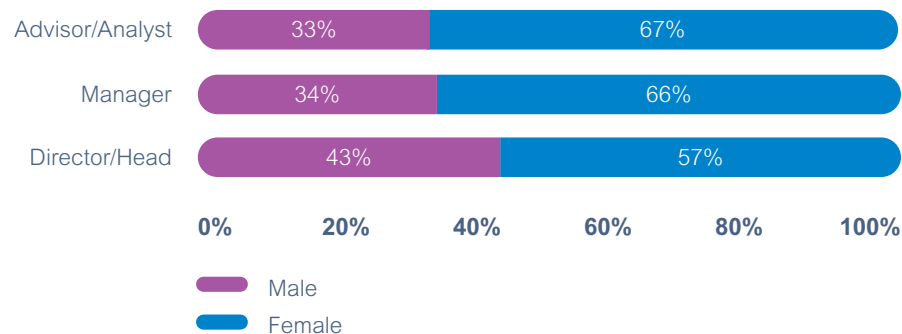
UK (female)

<30k	15	13	19	25	15
£30k–£50k	47	48	47	39	38
£50k–£75k	22	25	22	23	35
£75k–£100k	11	8	7	9	9
£100k–£140k	3	4	5	4	3
£140k–£180k	1	1	0	0	0
£180k–£220k	0	0	0	0	1
£220k +	0	0	0	0	0

Salary Mean

UK (Male)	64k	63k	62k	60k	64k
UK (Female)	52k	52k	48k	49k	52k

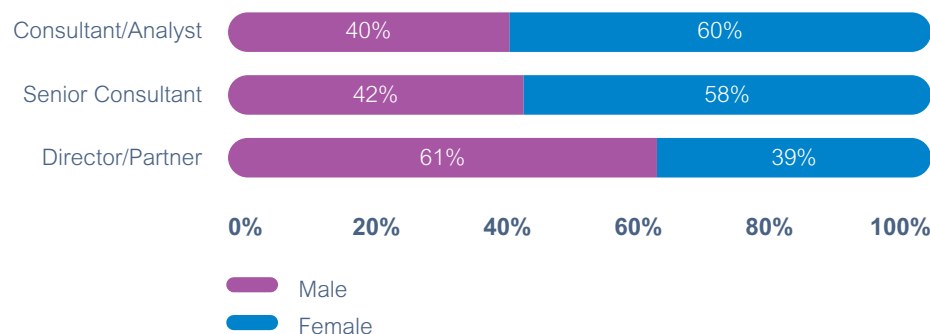
2018 GENDER DISTRIBUTION BY JOB TITLE (IN-HOUSE)



HISTORICAL GENDER DISTRIBUTION BY JOB TITLE (GLOBAL/IN-HOUSE) (%)

		2018	2016	2014	2012
Male	Director/Head	43	56	63	55
Female	Director/Head	57	44	37	45
Male	Manager	34	41	52	43
Female	Manager	66	59	48	57
Male	Adviser/Analyst	33	49	40	35
Female	Adviser/Analyst	67	51	60	65

2018 GENDER DISTRIBUTION BY JOB TITLE (CONSULTANTS)



HISTORICAL GENDER DISTRIBUTION BY JOB TITLE (GLOBAL/CONSULTANTS) (%)

		2018	2016	2014	2012
Male	Director/Partner	61	70	73	62
Female	Director/Partner	39	30	27	38
Male	Senior Consultant	42	60	52	64
Female	Senior Consultant	58	40	48	36
Male	Consultant/Analyst	40	43	38	45
Female	Consultant/Analyst	60	57	62	55



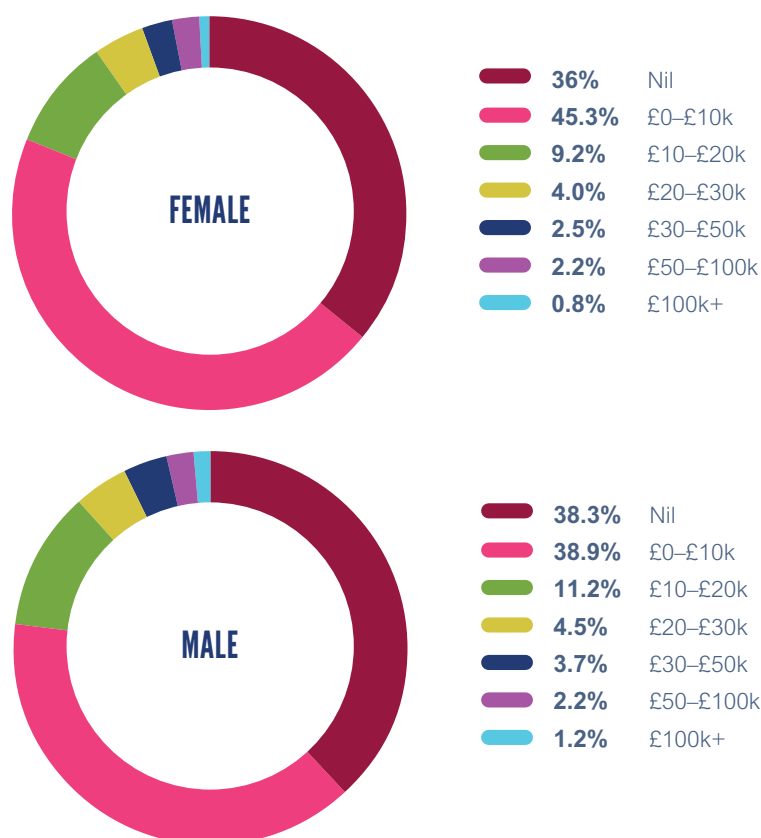
RAMON ARRATIA, SUSTAINABILITY DIRECTOR, BALL PACKAGING BEVERAGE EUROPE, BALL CORPORATION

Sustainability is becoming a key market influencer. In some sectors it's the maker or breaker. Who would imagine how quickly renewables would expand a few years ago? Who would imagine six months ago that an investment in a paper straw factory would make sense? Today's leading sustainability-focused companies are not the traditional ones with good-sounding commitments, they are in many cases hidden gems doing innovation by stealth and aiming for an entire new market. Sustainability today influences heavily on core business performance and requires business savvy people with a mixture of market development, technical and public affairs skills. This is why, in my view, we are having more MBA qualifications on CR roles. More people with a helicopter view will be needed in the future.

BONUS COMPARISON BY GENDER

While addressing issues of gender inequality is but one aspect of the diversity agenda, we felt it important to highlight an interesting difference between the responses from those working in-house and for consultants. A very significant percentage (78%) of the former said that their employers had a policy to promote diversity and over 80% felt that it was either highly or moderately effective. A similar percentage of consultants said the same thing; however, policies were less commonplace (58%). This may simply reflect the fact that many consultancies are relatively small and, therefore, lack the capabilities provided by a dedicated human resources function. It could also be the result of a lower percentage of women working in consultancies compared to in-house (54% versus 62%) and, more significantly, far fewer of them occupying the most senior role.

BONUS COMPARISON BY GENDER



GLOBAL BONUS COMPARISON BY GENDER (%)

2018 2016 2014 2012 2010

Global bonus (male)

Nil	38%	40%	39%	34%	33%
£0–£10k	39%	40%	36%	38%	40%
£10k–£20k	11%	9%	13%	14%	14%
£20k–£30k	4%	6%	5%	5%	6%
£30k–£50k	4%	3%	4%	4%	3%
£50–£100k	2%	3%	2%	4%	4%
£100k +	1%	1%	1%	1%	0%

Global bonus (female)

Nil	36%	40%	43%	37%	34%
£0–£10k	45%	45%	41%	41%	47%
£10k–£20k	9%	7%	9%	13%	11%
£20k–£30k	4%	3%	3%	4%	4%
£30k–£50k	2%	2%	3%	2%	3%
£50–£100k	2%	3%	1%	2%	1%
£100k +	1%	0%	0%	0%	0%

UK BONUS COMPARISON BY GENDER (%)

2018 2016 2014 2012 2010

UK bonus (male)

Nil	37%	44%	38%	41%	39%
£0–£10k	46%	41%	42%	39%	38%
£10k–£20k	7%	8%	10%	12%	13%
£20k–£30k	4%	4%	4%	2%	5%
£30k–£50k	3%	2%	3%	3%	1%
£50–£100k	1%	1%	1%	3%	4%
£100k +	1%	1%	1%	1%	0%

UK BONUS COMPARISON BY GENDER (%) continued

	2018	2016	2014	2012	2010
UK bonus (female)					
Nil	37%	40%	44%	41%	35%
£0–£10k	50%	47%	43%	42%	45%
£10k–£20k	6%	6%	8%	10%	14%
£20k–£30k	3%	3%	2%	3%	4%
£30k–£50k	1%	2%	3%	2%	1%
£50–£100k	2%	3%	0%	2%	1%
£100k +	1%	0%	0%	0%	0%

RICHARD MATTISON

Last year was a pivotal year for sustainability, in the finance sector and beyond. In finance, the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) released its final report, outlining recommendations to increase investor engagement with boards and senior management on climate-related issues. Many jurisdictions are now implementing the recommendations into reporting frameworks. As a member of the EU High-Level Expert Group on Sustainable Finance, I was privileged to participate in crafting recommendations on how to steer the flow of capital towards sustainable investments, many of which have already been enshrined in the subsequent EU Action Plan on Financing Sustainable Growth. Together, these developments could have wide-ranging impacts on capital market transparency and behaviour. Beyond the finance sector, 'Two degrees and SDGs' became a business mantra, with many companies seeking to conduct sophisticated scenario planning as they consider the implications of both climate change and the Sustainable Development Goals for their business models. But the work is just beginning. Realigning capital flows to sustainable development and eliminating the reliance of our companies and economies on fossil fuels will take determination, application and skill. The new sustainable economy will need a new breed of experts and leaders well versed in both business and sustainability. The era of integrated sustainability across policy, investment and business is upon us and we welcome the 2018 CR and Sustainability (CRS) Salary Survey findings, which are reassuring in their confirmation of the ever increasing value being placed on CR and Sustainability professionals.



RICHARD MATTISON,
CHIEF EXECUTIVE, TRUCOST,
PART OF S&P DOW JONES INDICES

JOB SATISFACTION AND JOB SECURITY

A quarter of respondents were very satisfied with their jobs, with a further 56% declaring themselves to be satisfied. These percentages were the same for in-house employees and consultants. Taken together, these results reaffirm the findings from previous surveys that people working in the sector enjoy what they do. This is further supported by the fact that 86% would recommend a career in the sector. While this is slightly down on previous surveys it remains at a level which, if replicated across other sectors or individual organisations, would have Human Resources Directors leaping for joy.

JOB SECURITY (UK/GLOBAL/ 2018/HISTORIC)

OVERALL HISTORICAL DATA – JOB SECURITY (%)

	2018	2016	2014	2012	2010
Less	18	20	17	16	16
Same	55	51	51	55	53
More	27	28	32	29	31

2018 – JOB SECURITY GLOBAL AND BROKEN DOWN PER REGION (%)

	Less secure (2016 score)	The same (2016 score)	More secure (2016 score)
Overall	18 (21)	55 (51)	27 (28)
UK	20 (20)	55 (52)	25 (28)
Rest of Europe	17 (19)	50 (50)	33 (31)
North America	14 (24)	60 (50)	26 (26)
Rest of World	20 (21)	55 (54)	25 (25)

CONCLUSIONS

PAUL BURKE

Is it really 11 years since Andy and I first embarked on this venture? We thought then that a survey of this type would be of passing interest to those working in CR and sustainability. We hoped it would provide some temporary relief from writing the annual CR report, trying to convince a sceptical CEO to accept that climate change really was a clear and present danger to the business, and responding to yet another questionnaire from a ratings agency demanding answers to highly complex questions in a ridiculously short space of time (such then was the lot of many in-house CRS practitioners!).

Over the lifetime of the survey we've witnessed significant economic, social, political and technological changes. Progress in many different areas has been so rapid as to surpass even the wildest predictions. At the same time, CR and sustainability issues are now more widely recognised and discussed by business, politicians, media and wider society. Within business, these issues are, for the most part, no longer consigned to the care of a separate function, hidden away in a remote corner of head office, or outsourced to a specialist consultancy. Instead, they are being integrated into high-level strategy and day-to-day operations. You know that CRS has finally arrived when in the UK – and probably in many other countries – it would be a foolish and foolhardy CEO who insists that the business of business is business and anything else is, at best, a distraction.

Along with this integration of CRS issues into the mainstream of corporate life, we've witnessed the rise of a highly skilled and motivated body of practitioners committed to seeking a long-term career in the sector. Given the relatively small number of CRS jobs – even in the largest organisations – this throws up a number of challenges around progression, role design and keeping employees motivated when there is no obvious next step on the ladder. Perhaps this year's slight fall in job satisfaction is the first manifestation of these issues coming to the surface?

Of course, this process of integration brings its own fundamental challenge: put simply, is there a future for the CR and sustainability specialist or expert? Can't their skills and knowledge simply be tagged on to other corporate roles? I believe we're a long way from this happening for two reasons. First, the increasing complexity of the CRS landscape demands more – rather than less – expertise. Secondly, one of the key requirements for anyone working in the sector is the ability to understand how different social, economic and environmental factors interrelate and what the impacts of these connections will be over the medium to longer term. If we've learned anything from the last 10–15 years it's that these sort of insights – that look beyond a narrow focus on the immediate and short term – are exactly those that successful businesses embrace and promote.

It is for these reasons that I remain convinced that the sector – and this survey – has a very healthy future.



**PAUL BURKE, SENIOR PARTNER,
CARNSTONE**

ANDREW CARTLAND

This is our 10th year in producing the CR and Sustainability Salary Survey and as is fitting for the sustainability profession, this has been a truly collaborative project over the years. We're grateful to all of our distribution partners, and to our commentators who have brought amazing professional context to the report – thank you.

Impending Brexit has been the key market disruptor making us question whether CRS job creation would decelerate. We have been heartened that 2018 has remained relatively buoyant. I suspect this will remain the case as the UK exits the EU, as many CRS roles address challenges that span international borders rather than being purely reliant upon domestic economic growth. Having said that, Acre will open its doors in New York in September to capitalise on a broad and growing sustainability market in the US.

There have been some big themes driving job growth over the past 18 months. The growing concern over our reliance on plastics has gained huge momentum and this has started to be reflected in the job market. In February Acre hired out the Curzon Cinema in London and presented the film *A Plastic Ocean* to a hundred or so senior sustainability and business leaders. The impact that such powerful images have is remarkable and it is clear that the scale of the challenge will require a good deal of investment to resolve, which will no doubt be reflected in the job market.

Positions in Diversity & Inclusion are on the rise, particularly in the banking & finance, insurance and legal sectors. This may in part be a response to disparity highlighted through recent Gender Pay Gap reports; however, there is an increasing body of evidence to say that companies with a diverse and inclusive culture also experience improved business performance. Coupled to financial performance, investors are increasingly asking companies across all industry sectors for greater transparency on their human capital credentials.

Integrated financial and ESG reporting are continued priority areas across industry sectors. With greater pressure/interest from investors and members of the board on ESG issues we're also seeing an increasing crossover between senior CRS leaders and investor relations teams.

Indeed, with every new senior hire, we're looking for an ability to engage with or speak the language of investors. This shift is also represented in role titles where CRS is now giving way to Responsible Business, Investor Relations and Corporate Affairs. Let's see how remuneration is affected by this in the coming two years.



**ANDREW CARTLAND,
FOUNDER & DIRECTOR, ACRE**

VIC TAYLOR

We've had the privilege of being part of this CRS Salary Survey for several years now. It's exciting to know that we're part of a thriving, growing sustainability sector although, as in previous years, the survey continues to raise questions – and eyebrows.

One of the notable findings is that the Director/Partner role in consultancies is now the only generic role covered by the survey where women are in the minority; in fact, these senior roles are twice as likely to be filled by men. While I find this a little frustrating, I suspect it reflects the 24-hour culture of many consultancies and agencies, and a lack of flexibility in respect to family life. As we start to see improvements in work-life balance throughout the corporate world – with the recent introduction of Gender Pay Gap reporting in the UK potentially providing additional impetus – I also hope to see them reflected among the businesses that support them with consultancy services.

Yet again, we saw that average salaries were higher for those working in-house than for consultants: on a global scale, the gap has now widened to £12,000. We see this ongoing divergence in remuneration is a significant factor in the difficulties of recruiting for consultancies. Unfortunately, our hands are tied by the value clients place on the services we offer, the fees we can command and, therefore, the salaries we can offer. This is affected to some degree by the increasingly competitive nature of our sector and the squeezing of corporate budgets for outsourced services such as consultancy. Arguably, to attract, retain and reward the best talent, we need to be better at demonstrating to our clients the added value of our work.

On a related note, those working in North America continue to enjoy the highest average salaries. Based on the 10% hike in US salaries since the last survey, consultancy seems to be a more appealing, and better paid, career route there than in the UK and the rest of Europe. While some of this change will undoubtedly be due to the relative strengths of the dollar, pound and euro, it also ties in with a greater appreciation of the value of consultants, resulting in higher fee levels in the United States. It would be great to see salaries start to even out geographically, not least because it would make it easier for consultancies to operate on both sides of the Atlantic in a commercially viable way.

I hope readers of this survey find the information of benefit, and I look forward to seeing progress in addressing the imbalances in gender, and between the corporate and consultancy sectors, in the years to come.



VIC TAYLOR,
MANAGING DIRECTOR, FLAG

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Over the last 10 years we have worked with talented sustainability professionals. This report would not have happened without their input.

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We work mainly for large companies – also for NGOs and charities – and we have known many of our clients for years. We help set strategy, we do research, we run projects and frequently we're just there at the end of the phone for some quick advice.

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