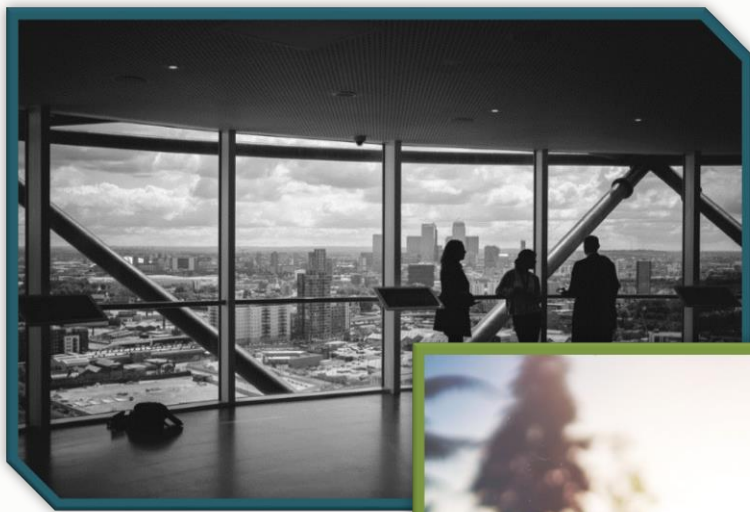


# A career in Sustainability

## What does this really mean?

1st November 2015



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# Sustainability: The Big Picture



Simultaneous pursuit of



Economic Development,  
effectiveness and prosperity



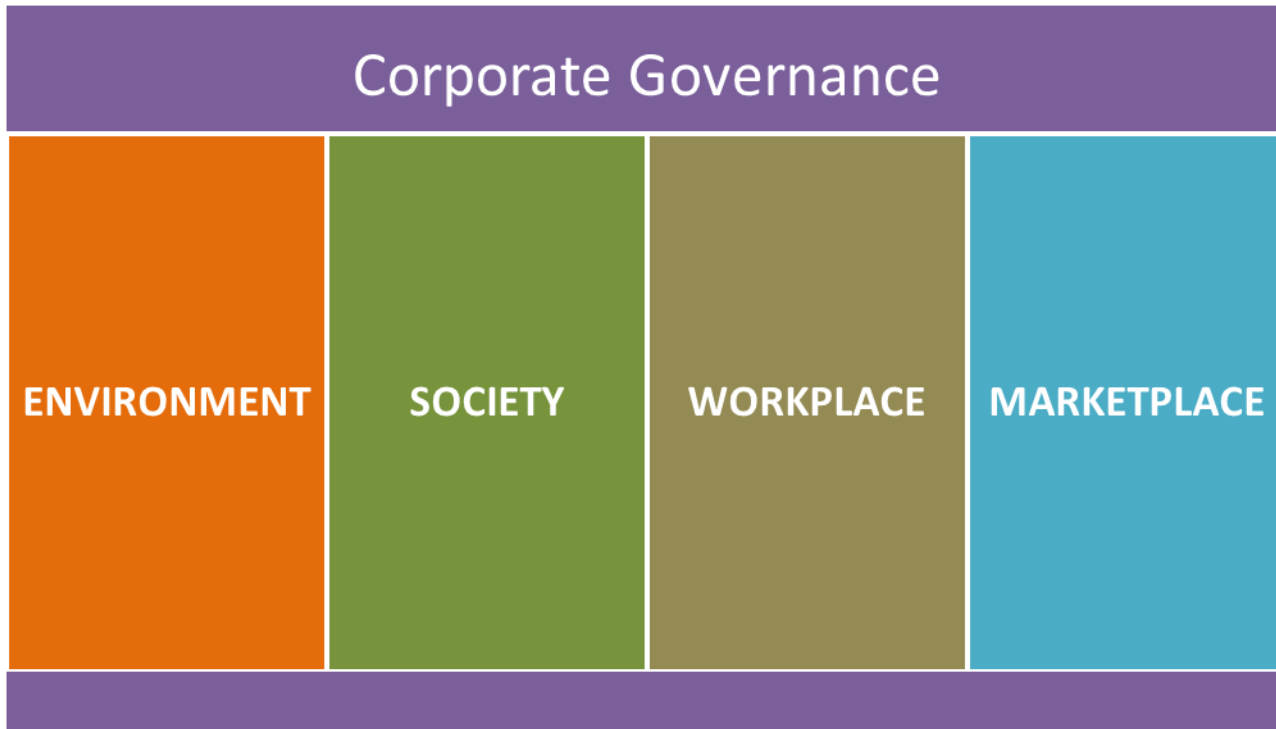
Environmental quality,  
protection and performance



Social equity and inclusion  
and Justice



# Sustainability: The Business Perspective



Reporting



# Sustainability: The Business Perspective



Reporting



# Sustainability: The NGO Perspective

Mission and Purpose driven



Sponsorships and Charity

Vehicle for Societal Change



Social Return on Investment



Maximizing Impact



A great CSO is someone who can think like a combination of:

- **Chief Marketing Officer**
- **Chief Financial Officer**
- **early-stage entrepreneur**
- **coach**
- **politician and**
- **top strategy consultant**

and who very specifically understands and applies sustainability to the culture of the company.



# The Wider Role of CSO



Adapted from: PWC, [Managing Sustainability risks and opportunities in the financial services sector](#)



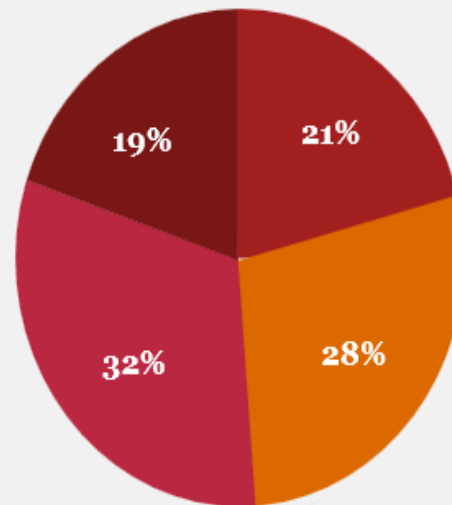
## AVERAGE BREAKDOWN OF RESPONSIBILITIES BY TIME SPENT

### Core business and operations

- Working on operational improvements: 5%
- Supporting product and service sustainability efforts: 5%
- Engaging suppliers / sourcing: 9%

### Internal engagement

- Communicating / socializing the case for change: 8%
- Supporting senior executives / c-suite management / board: 10%
- Engaging employees and the organization (BUs): 8%
- Measuring progress and reporting internally: 6%



### External engagement

- Developing partnerships with external groups: 12%
- Reporting externally to stakeholders: 9%

### Developing strategy

- Identifying and analyzing sustainability issues: 12%
- Developing sustainability strategy: 9%
- Developing the business case for sustainability: 7%

Respondents = 20





# CSO's Top Tasks

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



# The Key Skill: Communication!

## Translate

“You can have all the best science in the world but it is not useful if no one understands it.”

– Greg Morris, Newcrest Mining

## Persuade

“It's important to understand what is driving and constraining people in their everyday roles. You have to be able to identify those drivers and appeal to them.”

– Andy Jones, Amcor

## Speak the language of the business

“I made my team understand how a store manager looks at a monthly P&L, same for a district manager and a regional director. I made them conversant in the language of the business.”

– Anonymous

## Make the case

“It's important to articulate and explain concepts, concisely and emphatically. People have competing priorities and a short attention span, so you have to be able to get to the point and drive home what you're after quickly.”

– Bruce Klafter, Applied Materials

“I believe that business cases are important, but they don't convince anyone of anything. You need to tell the story, and create the vision. You need to make people want to do it; then the business case gives them the excuse, the mechanism, and the data to implement it.”

– Kathrin Winkler, EMC



**International Society of  
Sustainability Professionals**



**INSTITUTE OF CORPORATE  
RESPONSIBILITY AND  
SUSTAINABILITY**





## Trends: Sustainability beyond 2020

1. Codes, standards and guidelines will be **necessary but insufficient**
2. **Innovation** will become the answer to tackling social and environmental problems
3. **Partnerships** will be at the heart of all Sustainability strategies and initiatives
4. Companies will be expected to comply with **global principles** and address **local issues** simultaneously
5. Corporate transparency and **disclosure** of social, environmental and governance data will be **mandatory**
6. **More sustainability specialists** in particular areas (climate, biodiversity, human rights, community, quality, operations, finance etc.) and more employees with knowledge of integrating Sustainability into functions, but **less Sustainability departments!**



Join our **open CSR & Sustainability meetup** to **network**, gain **knowledge** and **understanding** on Sustainability and CSR. We offer:

- invaluable support in understanding the essence of Sustainability (People-Planet-Profit)
  - practical examples on how to implement CSR & Sustainability and account for social impacts
  - a platform for open discussion and best practice exchange
  - high calibre guest speakers who share openly their experience
- 



Join our **ILM approved courses in Middle East & Europe** to advance your career:

- “Advanced Chief sustainability Officer (CSO) Professional” training
- Sustainability and CSR Masterclass
- Stakeholder Management Masterclass
- Sustainability Strategy and Reporting Executive Training



# Sustainability!

A  of Opportunities