



What Sustainability Professionals Need to Make it to the Top

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GACSO

– The Global Association of Corporate Sustainability Officers

GACSO's Purpose

GACSO is fast emerging as a highly credible source of support for sustainability professionals.



GACSO helps existing and aspiring sustainability professionals:

- to have more impact
- to be more relevant in organisations
- work with more excellence
- be part of a more respected profession
- make wiser choices in jobs

GACSO's Vision

Our vision for the market:

Sustainability at the heart of corporate strategy

All organisations embed sustainability in all strategic, investment and operational decisions.

Our vision for the sustainability profession:

A recognised, valued and valuable sustainability profession

...whose members influence organisations to integrate sustainability across the entire organisation.



The BIG questions

Who are the people that can provide

- *the insights,*
- *world-views and*
- *skills*

to embed sustainability at the heart of the corporate strategy?

- *Where will these people come from?*
- *What skills and competencies will they need?*
- *Where will they best fit in the organisation?*
- *What's their career path going to look like?*



What is “sustainability”?

The Sustainability Challenge:

“How can 9 billion people, by 2050, have a good quality of life on our single planet?”

- No one has ever faced this before.
- There are no guaranteed answers, just big questions.

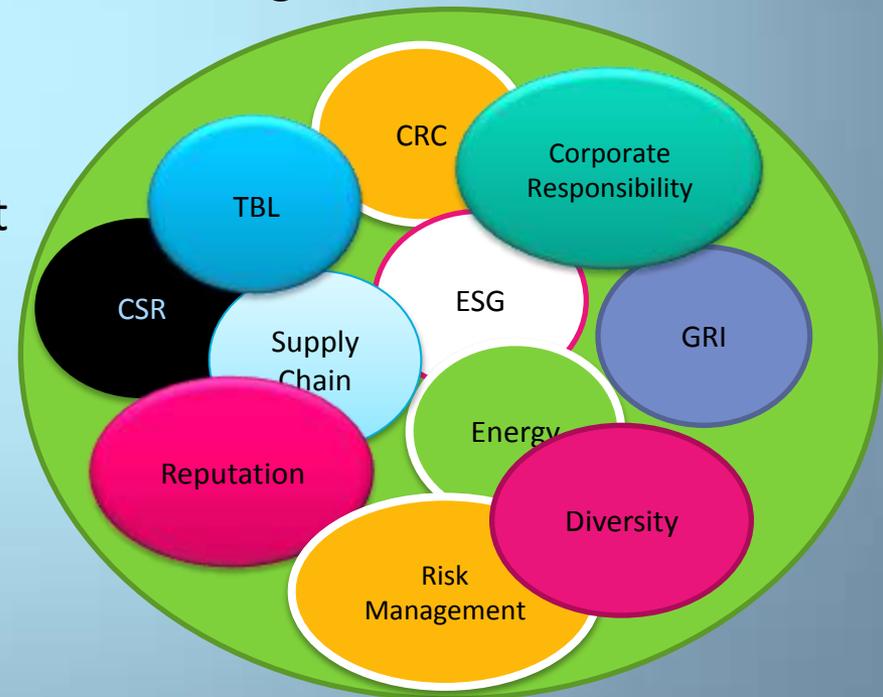
Corporate Sustainability

...starts with:

“...decoupling economic growth from the negative environmental impacts...”

It's not about *doing less bad* but about *thinking differently, innovating to do more good.*

...beyond compliance



Who will bring this into the C-suite?

Most companies are creating their organisation from the bottom-up...



Who will bring this into the C-suite?

Don't we need an "architect" to create a coherent top-down plan?

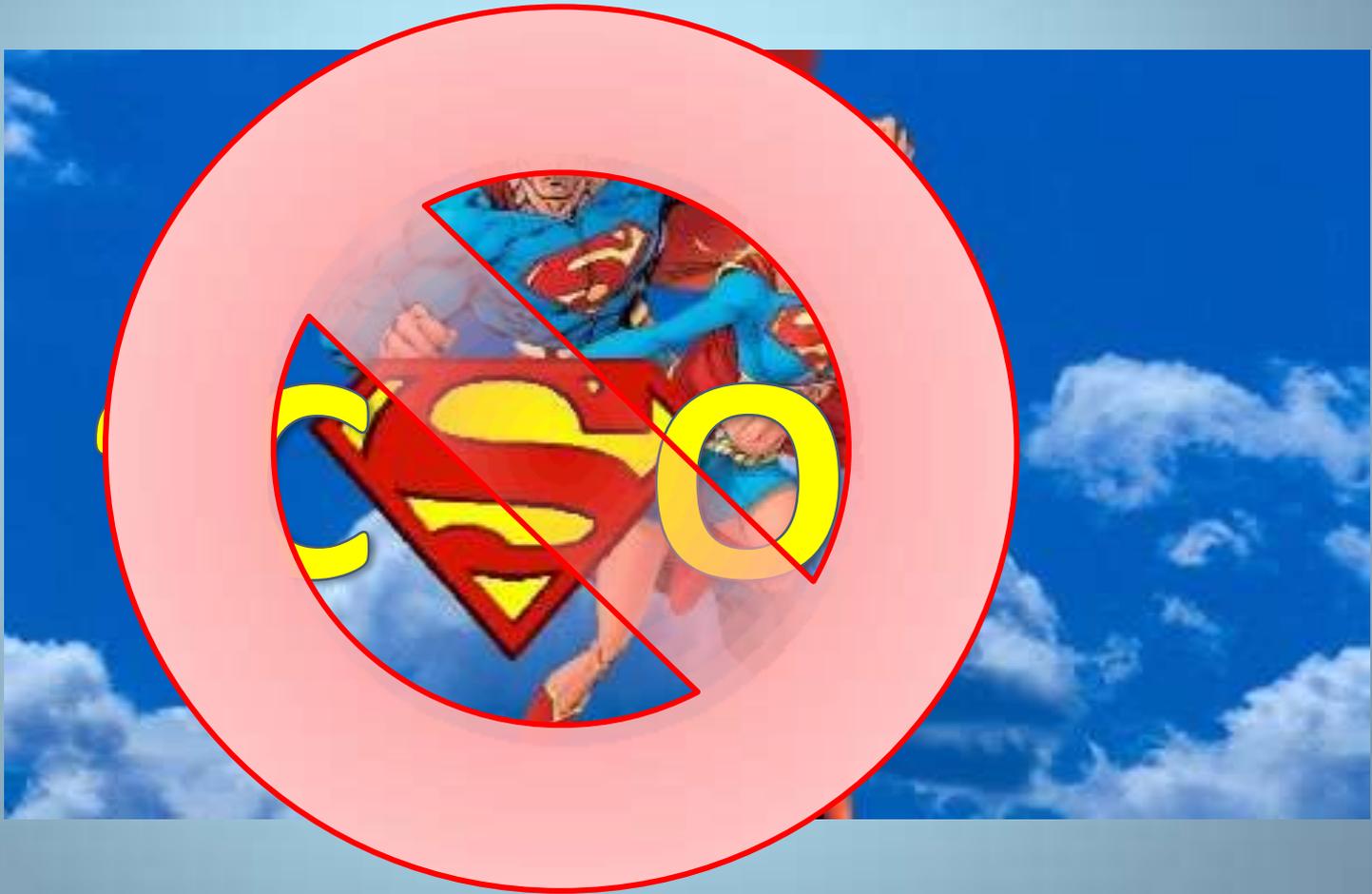


Making it happen...

***“A Chief Sustainability Officer on the
Executive Boards of the top 250 organisations by 2020”***



Who will bring this into the C-suite?



Where will the CSO's come from?

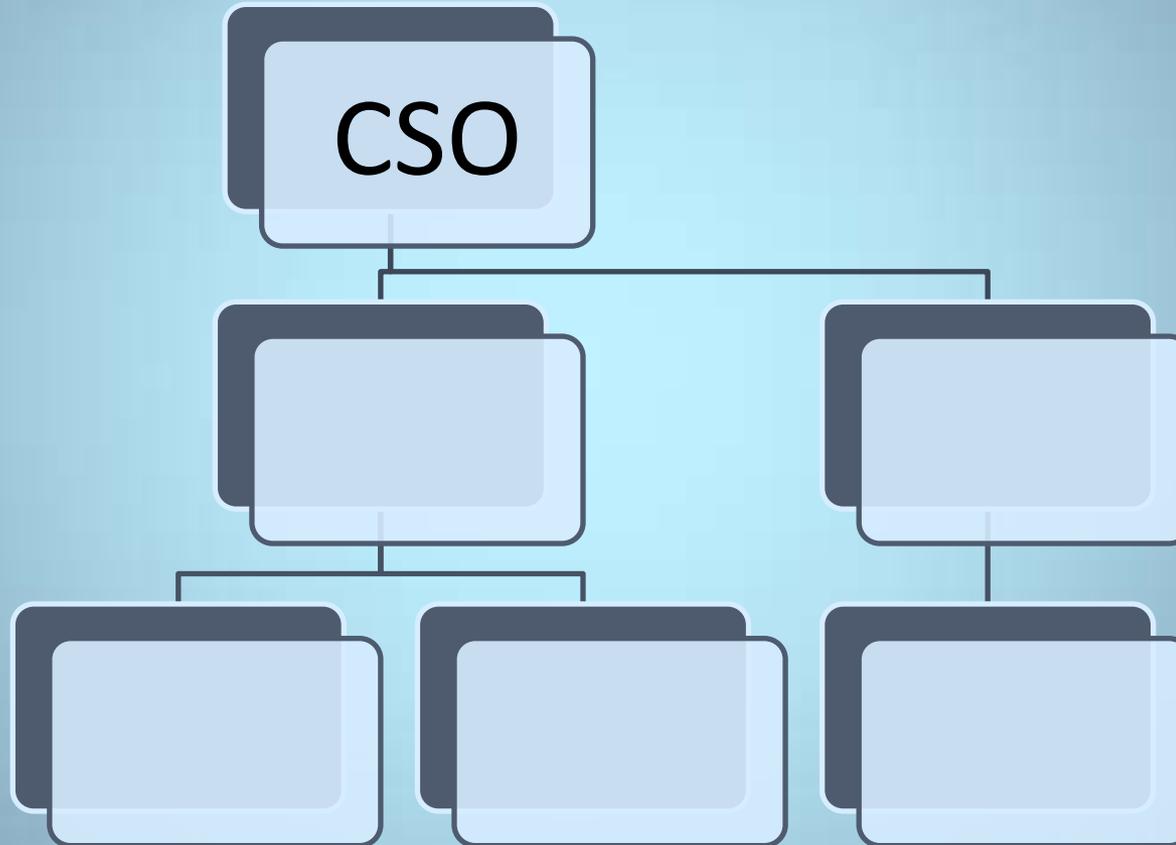
If you were going to replace your **CFO** who would you look for?

If you are going to appoint a **CSO** where would they come from?

CFO embeds profitability



CSO embeds sustainability



A sustainable organisation



Where will the CSO's come from?



Where will the CSO's come from?



What competencies will the CSO need?

A simple test...

“they will have a vision for your organisation and its products in a sustainable world, and the issues you’d need to address to create a sustainable business”

What competencies will the CSO need?

One Corporate HR Director's opinion:

- *“For the CSO role one attribute above all else is important: - humility.”*
- *“The CSO must help every other manager be more successful by co-developing new sustainable models/practices that drive that manager forward.”*
- *“An ego-driven CSO who cares more about his own targets/successes will fail.”*

GACSO's Voice: Members' insights...

GACSO's first publication,
the "Gold Standard":

"Defining the Corporate Sustainability Professional"



100's of years collective experience...

The contributors were:

Alan Knight *Single Planet Living & advisor to the Virgin Group*

Francis Sullivan *HSBC*

Mike Barry *Marks and Spencer*

Ulrike Sapiro *The Coca-Cola Company*

Charlotte Wolff *Arcelor Mittal*

Jan Buckingham *formerly of Body Shop*

Bob Latham *PaperlinX*

Truska Angel

Tony Rooke *Logica*

Eileen Donnelly *Virgin Group*

Robyn Kimber *Virgin Group*

Paul Toyne *WSP Group*

Anna Jenkins *Ethical Change*

Andrew Smith *CERAM*

Louise Jamison and Hywel Wilson *peopleprofitplanet*

Expert knowledge

- Has a profound command of the overall sustainability agenda, particularly the Big 5 issues of *poverty, consumption, carbon, wellbeing and reforming economics*
- Able to analyse and interpret how the Big 5 influence the core business and product offering.
- Keeps fully informed about latest developments in sustainability thinking.

Focused thinking

- Understands the business from an alternative sustainability perspective and provides a commercial angle to integrate sustainable thinking/acting.
- Contributes “breakthrough” thinking bringing a totally new perspective to sustainability issues that are of significance to the organisation.

Commercial awareness

- Demonstrates in-depth understanding of the commercial impact of the overall sustainability agenda.
- Acute awareness of the financial and commercial impacts, both long and short term, of the organisation's evolving sustainability strategy.

Your opinion

1. What are the most important competencies for the CSO?
2. Where will they best fit in the organisation to have most impact?