

The CR and Sustainability Salary Survey 2018

10-YEAR ANNIVERSARY

RESULT AND COMMENTARY HIGHLIGHTS

Below we have taken the key findings and provided insight from professionals across the industry, available in detail within the full report, which will be released tomorrow. Perhaps you agree wholeheartedly with some of your peers' observations or have evidence to the contrary? Either way, we are keen to hear your thoughts, put your questions to the panel and discuss with you further during the evening and beyond: Join the conversation at #crss2018

- 1 The percentage of female respondents broke the 60% mark for the first time

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

	2018	2016	2014	2012	2010
Salary Mean					
UK (Male)	64k	63k	62k	60k	64k
UK (Female)	52k	52k	48k	49k	52k

- That a gender pay gap still exists could be seen as failing on the part of the sector to put its rhetoric about equality into practice...
- However, the difference may be in part due to time in role: there are far more women who've been in post less than a year. Based on this, we would expect and hope to see this diminish overtime...

- 2 Women are now a majority in every one of our generic role types with the exception of Director/Partner in consultancies

- For the first time in 10 years, the most senior person in CR&S in House +1,000 employees is more likely to be female than male
- The senior roles in Consultancy are still twice as likely to be held by Men.

"I suspect it reflects the 24-hour culture of many consultancies and a lack of respect to family life... As we start to see improvements in work-life balance throughout the corporate world I hope to see this reflected across the businesses that support them with consultancy services"

- 3 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

"Arguably to attract and retain and reward the best talent, we need to be better at demonstrating to our clients the value of our work"

- 4 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

"The argument that CR will soon be integrated into the business is undermined by the growing evidence that there will always be a unique role for a professional to play"

"The increasing complexity of the CRS Landscape demands more – rather than less – expertise"

- 5 1,277 respondents this year with an increased response from Europe

For those based in UK we have seen a 2% decline in average salaries

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

"2018 has remained relatively buoyant for UK-based sustainability professionals. I suspect this will remain the case as the UK exits the EU, as many CR/S roles address challenges which span international borders rather than being purely reliant upon domestic economic growth"

- 6 Those working in North America enjoy the highest average salaries of £90,000

“While some of this change will undoubtedly be due to the relative strengths of the dollar and euro to the pound, the highest paid sector being consultancy indicates a greater appreciation of the value of consultants, resulting in higher fee levels....”

- 7 The best paying sectors are Natural Resources, Health and Consumer Goods with average salaries of £97,000, £89,000 and £81,000 respectively

“A profession with constrained budgets and salaries which are not necessarily reflecting the growth in importance of the function. Maybe we need to use this survey more to lobby for the recognition we deserve.”

KEY COMPETENCIES

Top 5 entry competencies - In-house

1	Engage with Stakeholders
2	Plan & Develop Strategy

Top 5 entry competencies - Consultants

1	Engage with Stakeholders
2	Plan & Develop Strategy

Top 5 competencies for maximum effectiveness - In-house

1	Influence & Persuade
2	Engage with Stakeholders

Top 5 competencies for maximum effectiveness - Consultants

1	Influence & Persuade
2	Engage with Stakeholders

- The ability to influence and persuade has become more important than the ability to engage.
- With the increasing volume of material available online, there is less reliance on consultants for analysis and research as before.

GLIMPSE INTO THE FUTURE/WHAT NEXT?

- Senior Management remains the most committed function but there is a failure to ensure the benefits of CR&S are clearly articulated or is there a disconnect between C-Suite and the reality on the ground?

“2018 was a pivotal year for sustainability in the finance sector... the new sustainable economy will need a new breed of experts well-versed in both business and sustainability”

“With every new senior hire, we’re looking for an ability to engage with or speak the language of investors. This shift is represented in role titles where CR/S is now giving way to responsible business, Investor Relations & Corporate Affairs”