



2019

**Environment
and Sustainability
Remuneration Report**

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About Talent Nation

We are proud to be one of the founding Australian companies to become a registered BCorp™ and believe every individual can have a real impact on the world around them.

As recruitment specialists, we are engaged by our clients for the simple reason that we understand the market and know the individuals that have demonstrated success in their roles. We devote a great deal of our time to establishing long-term relationships with our stakeholders so that when an opportunity arises we know where to go to get the right result for our clients, reaching further than candidates that are actively looking for work.

Ultimately we want what our clients want- to have the most motivated, skilled individuals on board to really drive an Environment and Sustainability agenda forward to create a better world for us all.



We acknowledge the Traditional Custodians of the land on which we work and live, and recognise their continuing connection to land, water and community. We pay respect to Elders past, present and emerging.

INTRODUCTION

Welcome to the inaugural Talent Nation Environment and Sustainability Remuneration Report. The aim of this report is simple: to fill a gap that exists in the Environment and Sustainability profession on remuneration. Feedback from clients and candidates in Environment and Sustainability has highlighted that current salary benchmarking reports are broad and, in most cases, group their roles in with other roles that bear little relevance to the skills and experience for this sector.

Talent Nation has specialised in the recruitment of Environment and Sustainability professionals since our inception in 2012 and although there is significant anecdotal evidence through the assignments we have undertaken, we found that there was a need for validated data across a broad range of industries, roles and locations.

Our aim was to use our extensive networks to give the market, our clients and candidates insights as to how salaries are structured across different roles from Advisors through to Heads of Departments, and how they vary by industry, region, and gender. By arming professionals with this robust, high quality information, our ultimate goal is to help businesses drive their Environment and Sustainability plans forward by recruiting and retaining the right people. Discovering how your understanding of the market and the salaries of your team matches up to your peers can provide invaluable insight; and the ability to recruit the best talent available to your team. We understand that effective recruitment is not simply filling a role but facilitating a connection between role and person, so they stick around and really help maximise your impact.

We are grateful to everyone who participated in the survey, as without you we would not have the quantity or quality of information available in this report. The report represents a great starting point for tracking trends in salaries and we look forward to your future participation to continue to provide accurate and reliable information for the Environment and Sustainability profession.

RICHARD EVANS
Managing Director
Talent Nation Pty Ltd



EXECUTIVE SUMMARY

Welcome to the first Talent Nation Environment and Sustainability Remuneration Report.

There is an information gap that exists in the provision of meaningful remuneration data for Environment and Sustainability professionals. The data and insights contained in this report provides the market with insights around how salaries are structured across roles at different levels, split by industry, region, and gender. Knowing the offer on the table is competitive and comparable with the market, the focus can remain on securing talent that is fully aligned with the organisation so the Environment and Sustainability agenda can be effectively embedded and executed.

Key Findings

The report provides data on fixed remuneration, incentives, total potential package (as outlined in the employment contract) and total remuneration paid based on performance, a summary of which we have included below:

Average Total Remuneration - Australia

Sustainability Advisor	\$97,226
Senior Sustainability Advisor	\$153,544
Sustainability Manager	\$180,856
Head of Sustainability	\$314,159
Environment Advisor	\$103,068
Senior Environment Advisor	\$151,999
Environment Manager	\$186,662
Head of Environment	\$255,317

The report goes into further detail for each role based on gender, region, Industry Sector, company structure (ASX listing) with the following key highlights:

Gender

Overall, there is a slight skew towards females (55%) across both sectors. Within Sustainability the percentage of females is greater (65%) than males (35%). Within Environment the ratio is relatively even with slightly more males (52%) than females (48%).

Males holding the Environment Manager, Sustainability Manager and Head of Environment roles earn more than their female counterparts however, in every other role surveyed females command a higher salary. This is an encouraging sign that the sector is working towards closing the gender pay gap.

Industry Sector

Respondents in the Mining and Metals sector are earning the highest salaries across all roles, followed by Financials (these two sectors also have the highest paid incentives). The Mining and Metals sector remunerates higher as organisations require these roles as part of their licence to operate. Financials are playing an increasingly influential role in the advancement of Sustainability into the mainstream, and with investors paying increased attention to Environmental, Social and Governance (ESG) performance, the salaries are a reflection of this. The lowest paid roles come under Government, Education and NFP which traditionally pay less.

ASX v Non-ASX

ASX listed entities generally pay higher salary packages than non-listed entities, driven by the fact that the lower paying sectors, Government, Education and NFPs, are not listed. Across all roles ASX listed entities pay 8% higher than their non-listed counterparts.

Region

Looking at the Environment and Sustainability sector, salaries were relatively even across all states (other than Tasmania and South Australia which were well below but due to the small sample size were not highlighted in the report). Queensland and Western Australia paid the highest salaries in the Environment sector. In Sustainability, New South Wales dominated the salaries followed by Victoria which is generally influenced by the fact that senior roles are based in Head Offices which are predominated located in these two cities.

New Zealand

The Environment and Sustainability sector in New Zealand is heavily weighted towards females, making up 77% of the respondents surveyed. Anecdotally, the salary gap between Australia and New Zealand has closed over the last 5 years however, the results from the survey indicate that salaries in New Zealand are still well below those of their Australian counterparts.

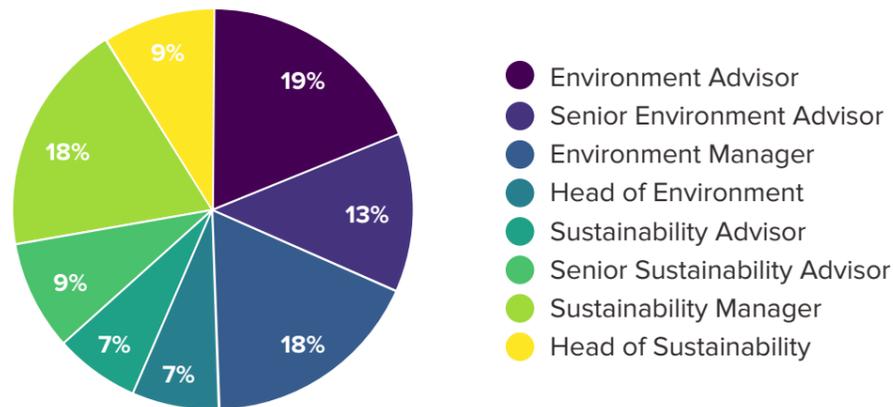
Average Total Remuneration – NZ

Environment/Sustainability Advisor	\$84,666
Senior Environment/Sustainability Advisor	\$119,895
Environment/Sustainability Manager	\$147,737
Head of Environment/Sustainability	\$197,818

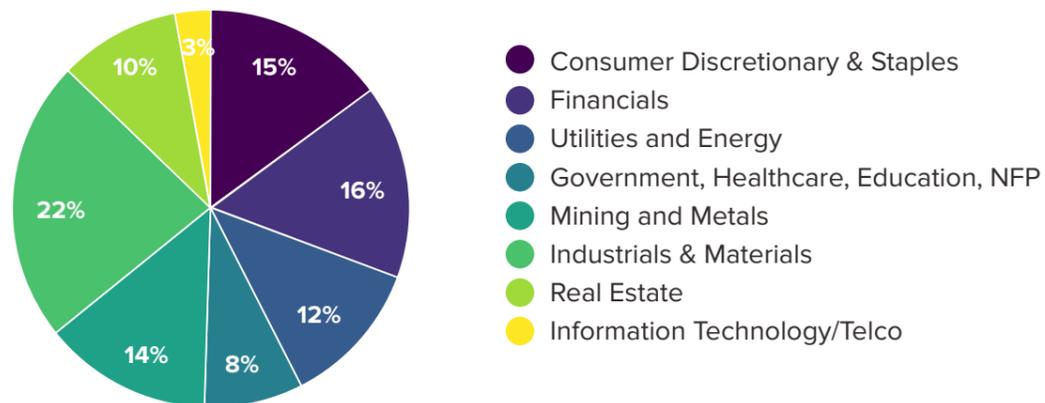
THE SAMPLE

We collected information from over 200 companies with 412 distinct data sets provided across eight different roles. This data has come from a variety of industries and locations, across both Australia and New Zealand. Industry Sector definitions are contained in Appendix 2.

Split by Role



Split by Industry Sector



Split by Gender



Note: In formulating the report the priority has been to protect the privacy of all respondents. For all roles we have endeavoured to provide a breakdown of location and industry. In cases where the sample size has been too limited we have omitted the data as it would potentially skew the results; and compromise the privacy of respondents.



SUSTAINABILITY

SUSTAINABILITY ADVISOR

The average Total Remuneration (TR) for a Sustainability Advisor in 2019 was **\$97,226**. This is made up of an average Total Fixed Remuneration (TFR) of **\$93,644**, with an average Short Term Incentive (STI) pay out of 4.2%, and a potential STI of 7.6%. Long Term Incentives were only offered to a small number of respondents surveyed at this level, so were excluded as an outlier.

There are more females than males in this position (at a ratio of 4:1), with the females we surveyed commanding on average 7.2% higher salaries than their male counterparts.

At Advisor level, the Financials sector topped the salary bands, followed by Industrials and Materials.

ASX listed entities remunerate at a higher level than private or non-listed entities for Sustainability Advisors by nearly 15%.

	Actual	Potential
Total Fixed Remuneration	\$93,644	\$93,644
Short Term Incentive (STI)	\$3,582	\$6,488
Total Remuneration	\$97,226	\$100,132

Gender	Total Remuneration
Male	\$92,690
Female	\$99,342

Industry Sector	Total Remuneration
Consumer Discretionary & Staples	\$82,591
Financials	\$104,838
Industrials & Materials	\$93,159

State	Total Remuneration
NSW	\$101,099
VIC	\$91,100

ASX Listed	Total Remuneration
Yes	\$105,255
No	\$91,724

SENIOR SUSTAINABILITY ADVISOR

The average Total Remuneration (TR) paid at this level was **\$153,544**, which is made up of an average Total Fixed Remuneration (TFR) of **\$142,688**, and an average Short Term Incentive (STI) of 8.3% paid out of a possible 11.3%. Long Term Incentives did not form part of the package on offer for any respondents surveyed at this level.

There were more females than males at this level at a ratio of 2:1, with females earning on average 2% more than their male counterparts.

Respondents in Victoria were remunerated on average 11% more than those in the same position in New South Wales. The Mining and Metals sector is paying **\$50,865** above the average total package.

	Actual	Potential
Total Fixed Remuneration	\$142,688	\$142,688
Short Term Incentive (STI)	\$10,856	\$14,781
Total Remuneration	\$153,545	\$157,469

Gender	Total Remuneration
Male	\$151,498
Female	\$154,454

Industry Sector	Total Remuneration
Consumer Discretionary & Staples	\$136,912
Financials	\$150,331
Industrials & Materials	\$156,344
Mining & Metals	\$204,409

State	Total Remuneration
NSW	\$148,323
VIC	\$162,124

ASX Listed	Total Remuneration
Yes	\$162,635
No	\$128,935

SUSTAINABILITY MANAGER

The average Total Remuneration (TR) package paid at this level was **\$180,856**, which is not significantly higher than Senior Sustainability Advisors. This TR is made up of an average Total Fixed Remuneration (TFR) of **\$163,526**, and an average Short Term Incentive (STI) of 11.2% paid out of a possible 17.4%. Long Term Incentives were only offered to a small number of respondents surveyed at this level.

Although the female to male ratio of respondents at a Sustainability Manager level was 2:1, males on average command slightly (2.8%) higher salaries than their female counterparts.

Packages for Sustainability Managers in the Finance Sector (driven by those located in New South Wales) are on average significantly (19%) higher than other sectors, with Mining and Metals 3% above the average TR. All other sector's packages are clustered closer together, with Real Estate paying slightly below the average salary followed by Industrials and Materials, then Consumer Discretionary and Staples. Government, Education and NFP's paying 9.3% below the average.

ASX listed entities remunerate at a significantly higher level (+20%) than private or non-listed entities.

	Actual	Potential
Total Fixed Remuneration	\$163,526	\$162,390
Short Term Incentive (STI)	\$16,676	\$25,870
Total Remuneration	\$180,856*	\$188,715*

* Includes Long Term Incentives which are only offered to a small number of respondents.

Gender	Total Remuneration
Male	\$184,122
Female	\$179,179

Industry Sector	Total Remuneration
Consumer Discretionary & Staples	\$164,189
Financials	\$213,683
Government, Education & NFP	\$162,557
Industrials & Materials	\$164,360
Mining & Metals	\$184,407
Real Estate	\$175,839

State	Total Remuneration	ASX Listed	Total Remuneration
NSW	\$185,701	Yes	\$196,424
VIC	\$171,941	No	\$165,287

HEAD OF SUSTAINABILITY

The average Total Remuneration (TR) paid at this level was **\$314,159**, made up of an average Total Fixed Remuneration (TFR) of **\$253,890**, and an average Short Term Incentive (STI) of 21% paid out of a possible 29.8%. Long Term Incentives were only offered to a small number of respondents surveyed at this level; however those offered were significant in value.

Where all other roles in the Sustainability sector are skewed towards females, the Head of Sustainability position was held by more males than females. The top 3 salaries at this level among those surveyed were female and, across all roles females are remunerated 2.3% higher than their male counterparts.

With the majority of Head Office locations in Sydney, salaries for Heads of Sustainability are significantly higher in New South Wales than in Victoria. At the top of the salary packages are those working in Mining and Metals, with Industrials and Materials the bottom of the range with below average remuneration.

ASX listed entities remunerate at a significantly higher level (+12%) than private or non-listed entities.

	Actual	Potential
Total Fixed Remuneration	\$253,890	\$253,890
Short Term Incentive (STI)	\$48,779	\$69,020
Long Term Incentive (LTI)	\$11,490	\$13,281
Total Remuneration	\$314,159	\$336,191

Gender	Total Remuneration
Male	\$308,887
Female	\$316,003

Industry Sector	Total Remuneration
Consumer Discretionary & Staples	\$298,317
Financials	\$373,778
Mining & Metals	\$420,532
Real Estate	\$307,057
Industrials & Materials	\$268,143

State	Total Remuneration	ASX Listed	Total Remuneration
NSW	\$323,592	Yes	\$324,331
VIC	\$274,941	No	\$288,825



ENVIRONMENT

ENVIRONMENT ADVISOR

The average Total Remuneration (TR) package paid at this level was **\$103,068**, made up of an average Total Fixed Remuneration (TFR) of **\$100,713**, and an average Short Term Incentive (STI) of 2.6% paid out from a possible 3.9%. (STIs are higher in Industrials and Materials at 15%). Long Term Incentives were only offered to a small number of respondents surveyed at this level, however those offered were significant in value. Just under half of the respondents were eligible for a Short Term Incentive (44%).

While the gender split at this level was relatively even, females received slightly higher packages on average than their male counterparts.

Queensland respondents sit below average at this level, with Western Australian salary packages higher than average. Respondents from New South Wales and Victoria were on par with the national average.

Utilities and Energy, Mining and Metals, Financials, and Industrials and Materials all sit above the national average. Consumer Discretionary and Staples as a sector pays the lowest salary packages, with Government, Education and NFP's in between; but still below the overall average.

	Actual	Potential
Total Fixed Remuneration	\$100,713	\$100,713
Short Term Incentive (STI)	\$2,355	\$3,556
Total Remuneration	\$103,068	\$104,269

Gender	Total Remuneration
Male	\$100,401
Female	\$105,202

Industry Sector	Total Remuneration
Consumer Discretionary & Staples	\$84,384
Financials	\$107,567
Government, Education & NFP	\$93,069
Industrials & Materials	\$102,779
Mining & Metals	\$117,956
Utilities & Energy	\$121,847

State	Total Remuneration
NSW	\$103,430
QLD	\$97,214
VIC	\$103,323
WA	\$116,675

ASX Listed	Total Remuneration
Yes	\$103,620
No	\$102,984

SENIOR ENVIRONMENT ADVISOR

The average Total Remuneration (TR) package paid at this level was **\$151,999**, made up of an average Total Fixed Remuneration (TFR) of **\$141,897**, and an average Short Term Incentive (STI) of 7.6% paid out of a possible 10.4% average potential bonus. 77% of respondents were eligible for Short Term Incentives; while Long Term Incentives are rare at this level.

While the gender split amongst Senior Environmental Advisors was equal, females on average command 4% higher salaries than their male counterparts.

Respondents located in Western Australia earn well above the national average, driven by the Mining and Metals sector. The Mining and Metals and Utilities and Energy industries topped the salary bands, with the average packages significantly above other sectors.

ASX listed entities remunerate at a higher level (+10.1%) than private or non-listed entities for Senior Environment Advisors.

	Actual	Potential
Total Fixed Remuneration	\$141,897	\$141,897
Short Term Incentive (STI)	\$9,808	\$13,447
Total Remuneration	\$151,999*	\$155,933*

* Includes Long Term Incentive which is only offered to a small number of respondents.

Gender	Total Remuneration
Female	\$154,526
Male	\$148,642

Industry Sector	Total Remuneration
Consumer Discretionary & Staples	\$140,028
Government, Education & NFP	\$101,802
Industrials & Materials	\$149,820
Mining & Metals	\$166,612
Utilities & Energy	\$161,597

State	Total Remuneration
NSW	\$139,831
QLD	\$152,622
VIC	\$157,406
WA	\$175,595

ASX Listed	Total Remuneration
Yes	\$158,745
No	\$144,260

ENVIRONMENT MANAGER

The average Total Remuneration (TR) paid at this level was **\$186,662**, made up of an average Total Fixed Remuneration (TFR) of **\$173,079**, and a Short Term Incentive (STI) of 8.2% paid out from a possible 11.7% average potential bonus. The majority (81%) of respondents were eligible for Short Term Incentives; while Long Term Incentives are rare at this level.

Nearly twice the number of females hold the Environment Manager position. Total Fixed Remuneration is nearly on par, with males receiving slightly higher bonuses (including Long Term Incentives) and therefore a higher overall package.

Environment Managers in Queensland are paid well above the national average (driven by the Mining and Metals sector), with New South Wales and Victoria significantly lower (Victoria slightly lower than the National average). Mining and Metals along with Utilities and Energy sit well above the national average at this level.

ASX listed entities remunerated at a lower level than private or non-listed entities by nearly 7%.

	Actual	Potential
Total Fixed Remuneration	\$173,079	\$173,079
Short Term Incentive (STI)	\$12,926	\$18,537
Total Remuneration	\$186,662*	\$192,644*

* Includes Long Term Incentive which is only offered to a small number of respondents.

Gender	Total Remuneration
Female	\$184,312
Male	\$187,352

Industry Sector	Total Remuneration
Consumer Discretionary & Staples	\$145,233
Financials	\$150,595
Government, Education & NFP	\$162,886
Industrials & Materials	\$188,828
Mining & Metals	\$221,557
Real Estate	\$189,090
Utilities & Energy	\$201,605

State	Total Remuneration
NSW	\$178,457
QLD	\$210,808
VIC	\$178,762

ASX Listed	Total Remuneration
Yes	\$181,919
No	\$190,467

HEAD OF ENVIRONMENT

The average Total Remuneration paid at this level was **\$255,317**. This was made up of an average Total Fixed Remuneration of **\$228,316**, and an average Short Term Incentive (STI) of 11.8% paid out from a possible 16.6% potential bonus. The majority (81%) of respondents were eligible for a Short Term Incentive. Long Term Incentives were uncommon however they were significant in value.

There was a similar amount of male and females at this level, with males earning slightly more (10%) than their female counterparts.

Head of Environment respondents in Queensland earn well above the national average, with salaries in New South Wales and Victoria slightly lower. Packages in Mining and Metals were significantly higher than all other sectors at this senior level.

ASX listed entities salaries were over 10% higher than salaries for private or non-listed entities.

	Actual	Potential
Total Fixed Remuneration	\$228,316	\$228,316
Short Term Incentive	\$24,698	\$34,536
Long Term Incentive	\$2,303	\$4,605
Total Remuneration	\$255,317	\$267,457

Gender	Total Remuneration
Female	\$238,179
Male	\$262,228

Industry Sector	Total Remuneration
Financials	\$232,960
Industrials & Materials	\$254,990
Mining & Metals	\$356,156
Utilities & Energy	\$214,615

State	Total Remuneration
NSW	\$257,502
QLD	\$284,911
VIC	\$261,477

ASX Listed	Total Remuneration
Yes	\$277,485
No	\$250,850

NEW ZEALAND

With a reduced sample size in New Zealand respondents have not been segmented into Environment or Sustainability at each level.

The salary range in the Environment and Sustainability sectors (combined) starts at **\$83,879** at an Advisor level with a Total Remuneration (TR) package of **\$197,818** for the Head of Environment/Sustainability. Incentives do not form a large proportion of packages in the New Zealand market, with Short Term Incentives of <5% offered at the lower levels and 12% at the top end. Long Term Incentives were not offered at any level amongst those we surveyed.

Environment/Sustainability Advisor

The average Total Remuneration (TR) for an Advisor in 2019 was **\$84,666**. This is made up of an average Total Fixed Remuneration (TFR) of **\$83,879**, with an average Short Term Incentive (STI) pay out of 1%, and a potential STI of 2%. Long Term Incentives were not paid to any of the respondents.

	Actual	Potential
Total Fixed Remuneration	\$83,879	\$83,879
Short Term Incentive (STI)	\$787	\$1,634
Total Remuneration	\$84,666	\$85,513

Senior Environment/Sustainability Advisor

The average Total Remuneration (TR) paid at this level was **\$119,895**, which is made up of an average Total Fixed Remuneration (TFR) of **\$119,323**, and an average Short Term Incentive (STI) of 1%, and a potential STI of 2%. STI's were uncommon hence the low percentage, and Long Term Incentives did not form part of the package on offer for any respondents surveyed at this level.

	Actual	Potential
Total Fixed Remuneration	\$119,323	\$119,323
Short Term Incentive (STI)	\$572	\$1,144
Total Remuneration	\$119,895	\$120,467

Environment/Sustainability Manager

The average Total Remuneration (TR) paid at this level was **\$147,737**. This TR is made up of an average Total Fixed Remuneration (TFR) of **\$140,238**, and an average Short Term Incentive (STI) of 4.3% paid out of a possible 4.8%. Long Term Incentives did not form part of the package on offer for any respondents surveyed at this level.

The female to male ratio of respondents at a Sustainability Manager level was significantly skewed towards females.

	Actual	Potential
Total Fixed Remuneration	\$140,238	\$140,238
Short Term Incentive (STI)	\$7,499	\$9,836
Total Remuneration	\$147,737	\$150,075

Head of Environment/Sustainability

The average Total Remuneration (TR) paid at this level was **\$197,818**, made up of an average Total Fixed Remuneration (TFR) of **\$183,179**, and an average Short Term Incentive (STI) of 8.5% paid out of a possible 12.5%. Long Term Incentives did not form part of the package on offer for any respondents surveyed at this level.

Although the female to male ratio of respondents at a Sustainability Manager level was 2:1, there was only a differential of 0.2% between their respective salaries.

	Actual	Potential
Total Fixed Remuneration	\$183,179	\$183,179
Short Term Incentive (STI)	\$14,639	\$21,603
Total Remuneration	\$197,818	\$204,782



APPENDIX 1: POSITION DESCRIPTIONS

Role	SUSTAINABILITY ADVISOR
Alternative titles	Sustainability Coordinator Sustainability Analyst Social Responsibility Advisor Sustainability Officer Sustainability Consultant
Role Purpose	Support the implementation of the sustainability strategy and objectives.
Accountabilities	<ul style="list-style-type: none"> Support the development and implementation of sustainability strategies and policies Support the implementation of community investment and engagement strategy Implement community investment programmes (e.g. corporate sponsorships and donations and employee giving, matching and volunteering). Collect and manage non-financial sustainability data, and prepare sustainability reporting National and international sustainability reporting both voluntary and mandatory Contribute towards annual submissions for sustainability surveys and reporting benchmarks e.g. Global Real Estate Sustainability Benchmark (GRESB), GRI and Dow Jones Sustainability Index (DJSI) Report on internal ESG commitments Benchmark sustainability performance across sites Support in delivery and execution of community, partnership and program initiatives and activities Support the internal sustainability program through employee engagement and initiatives
Experience/Skills	<ul style="list-style-type: none"> Tertiary qualification in Social Science, Communications or related discipline Excellent analytical skills and ability to translate quantitative data into qualitative messages Excellent written and verbal communication skills High attention to detail and ability to develop and follow reporting protocols
Years experience	0-3 years experience
Number of reports	Direct: 0 Indirect: 0

Role	SENIOR SUSTAINABILITY ADVISOR
Alternative titles	Senior Advisor Senior Social Responsibility Advisor Sustainability Specialist Sustainability Lead Senior Sustainability Consultant
Role Purpose	The Senior Sustainability Advisor will lead and execute specific elements of the sustainability strategy and objectives.
Accountabilities	<ul style="list-style-type: none"> Contribute to the development and implementation of sustainability strategies and policies Contribute to the development and implementation of community investment and engagement strategy to align with corporate vision and strategy Develop and implement community investment programmes (e.g. corporate sponsorships and donations and employee giving, matching and volunteering) Advise and inform the development of sustainable procurement practices Lead the company's public sustainability reporting including the annual Sustainability Report and submissions to relevant indices such as the GRESB & DJSI. This will include data gathering and validation, stakeholder engagement, materiality assessment and industry benchmarking Implement key organisational programs such as volunteering, workplace giving and social impact investing Support the development and delivery of the endorsed company social responsibility strategy and direction Manage the external sustainability assurance process Key driver of creating a culture of sustainability in the company and must be able to act as an advocate for sustainability at all levels of the business Plan and promote events to engage employees and raise awareness of CR efforts and progress
Experience/Skills	<ul style="list-style-type: none"> Tertiary qualification in Community Relations, Communications, Social Sciences or related discipline Experience in the development and implementation of sustainability initiatives Corporate experience in sustainability/corporate responsibility or related environmental or strategic discipline Demonstrated ability to develop credibility and trust with internal and external stakeholders Excellent understanding of sustainability principles and commercial drivers for sustainability Strong background in communications, report writing and project management Strong background in analysis, research and policy development
Years experience	3-5 years experience
Number of reports	Direct: 0 Indirect: 0

Role	SUSTAINABILITY MANAGER
Alternative titles	Corporate Responsibility Manager Corporate Social Responsibility Manager Social Performance Manager Community Manager Sustainability Manager (Social focus)
Role Purpose	The Sustainability Manager will be responsible for the implementation and operational delivery of the sustainability strategy across the company, supporting in monitoring progress and improving performance. The purpose of this role is to provide best practice strategic leadership to deliver a high performing sustainability program consistent with broader business objectives.
Accountabilities	<ul style="list-style-type: none"> Develop and implement sustainability strategies and policies Develop and implement community investment strategy to align with corporate vision and strategy Engage and communicate with key stakeholders to drive sustainability agenda Project manage reputational and compliance reporting including DJSI, GRESB and UNPRI, and where necessary, facilitating the independent verification of data Facilitate sustainability related education and awareness programs, materials and presentations to internal and external stakeholders Take leadership in defining and executing the organisation's approach to sustainability Develop responses to emerging issues in ESG as they relate to asset classes for internal management and investor consideration Work with senior business leaders to understand and address environmental, social, governance and reputational issues Manage corporate level sustainability communications with stakeholders such as investors and general public Develop, implement and assist with ongoing management of Group wide community investment programmes (e.g. employee volunteering, matching, disaster relief and giving) in conjunction with relevant business functions and sites Advise and inform the development of Group wide sustainable supply chain practices including global procurement policies Advise and inform a company position on human rights, and act as knowledge leader on business and human rights issues
Experience/Skills	<ul style="list-style-type: none"> Tertiary qualification in Community Relations, Communications, Social Sciences or related discipline Experience in communication (internal and external), with strong written and verbal skills and external reporting experience essential. Strong knowledge of Sustainability reporting, particularly GRI requirements and investor ESG reporting (such as Dow Jones Sustainability Indexes)
Years experience	5-10 years experience
Number of reports	Direct: 1-5 Indirect: 1-10

Role	HEAD OF SUSTAINABILITY
Alternative titles	General Manager, Sustainability Group Sustainability Manager Head of Shared Value General Manager, Corporate Responsibility Vice President, Sustainability and Community
Role Purpose	Responsible for Sustainability Strategy, Risk, Governance, and Reporting, engaging at Board and C-level, as well as across the organisation, to ensure sustainability leadership and alignment of these areas to the overarching business strategy and direction.
Accountabilities	<ul style="list-style-type: none"> Promote sustainability credentials to internal and external stakeholders through various mediums such as case studies and annual sustainability reporting Represent the organisation in appropriate external forums and working groups, influencing the development or amendment of building performance policies and standards to address sustainability issues Develop briefing notes on topical sustainability issues and case studies on industry leadership initiatives at an asset or portfolio level Lead the identification and establishment of partnerships with other organisations to deliver long term sustainability and financial outcomes Responsible for driving the development and implementation of Sustainability Strategy Represent the organisation on key external networks and industry groups Provide input to 5-Year Plan objectives and budget, driving performance and implementation Identify and assess Company-level impacts of emerging community and social policy risks Own the frameworks, policies and practices for the Community sub-function Own the development of the Company's Social Investment Framework Ensure community and social performance data is collected to meet external and internal reporting obligations Oversee analysis of community and social performance data to identify opportunities to improve performance
Experience/Skills	<ul style="list-style-type: none"> Tertiary qualification in Environmental Science, Engineering or related discipline Relevant post-graduate qualifications would be considered advantageous Progressive experience in Sustainability leadership roles Extensive knowledge of sustainability performance measures, global practices and emerging issues Influencing and engagement
Years experience	10+ years experience
Number of reports	Direct: 1-20 Indirect: 1-50

Role	ENVIRONMENT ADVISOR
Alternative titles	Environment Coordinator Environment Analyst Environment Scientist Environment Consultant
Role Purpose	Provide support to the Environment Manager in the activities required to provide governance over enterprise level business risk exposure from environmental incidents and support environment actions and initiatives.
Accountabilities	<ul style="list-style-type: none"> • Support development of Environmental Sustainability strategies and action plan • Identify and make recommendations for environmental initiatives • Environmental data collection and reporting • Responsible for cyclical internal Greenhouse gas emission reporting (NGERS, NPI) • Contribute to the development and implementation of environmental targets, carbon management and support projects across the business in conjunction with related functions • Research and consolidate environmental risk and compliance obligations • Maintain business environment management systems • Involvement in the continuous improvement of the Environment management system • Conduct regular and targeted site environmental audits • Identify environmental risks to the business and maintain risk registers • Support the development and completion of environmental approvals
Experience/Skills	<ul style="list-style-type: none"> • Tertiary qualification in Environmental Science, Engineering or related discipline
Years experience	0-3 years experience
Number of reports	Direct: 0 Indirect: 0

Role	SENIOR ENVIRONMENT ADVISOR
Alternative titles	Senior Environment Coordinator Environment Superintendent Environment Performance Manager Energy Manager Senior Environment Consultant
Role Purpose	The Senior Environment Advisor will provide strategic and technical support to improve environment performance of operations.
Accountabilities	<ul style="list-style-type: none"> • Co-ordinate annual regulatory reporting for National Greenhouse and Energy Reporting and National Pollutant Inventory • Facilitate awareness of environmental matters and responsibilities • Facilitate alignment with the broader environment team objectives and activities • Ensure project compliance with all environmental obligations under the various environmental legislation • Monitor of internal and external environmental issues, trends and opportunities • Maintain the company incident reporting and environment performance reporting systems • Environmental Management Systems, risk management and environmental performance reporting processes • Development of policies and procedures, and review of practices through internal audits • Integrate sustainability into major projects and key business processes such as procurement • Contribute to governance aspects of the sustainability program including materiality assessments, risk mitigation, reporting/communication and opportunity utilisation • Provide thought leadership internally on environmental risks and opportunities, best practice, issues and trends • Facilitate environment related education and awareness programs, materials and presentations to internal and external stakeholders
Experience/Skills	<ul style="list-style-type: none"> • Tertiary qualification in Environment Science, Engineering or related discipline as an Environment or Sustainability Advisor or Consultant • Environment approvals experience • Demonstrable working knowledge of environment legislation and approvals processes • Working knowledge of relevant environment legislation and regulatory frameworks • Experience in environment monitoring and compliance inspection • Sound knowledge/training in ISO 14001/ ISO19001and GRI • Sound knowledge of environmental regulatory frameworks
Years experience	3-6 years experience
Number of reports	Direct: 0 Indirect: 0

Role	ENVIRONMENT MANAGER
Alternative titles	National Environment Manager Environment Sustainability Manager Sustainability Manager (Environment focus) Associate Director/Senior Manager
Role Purpose	Drive implementation and integration of environmental priorities, programs, policies, risks and initiatives to align practices across the organisation.
Accountabilities	<ul style="list-style-type: none"> • Manage, lead and motivate the Environmental team in the business to achieve environment and business objectives • Deliver on the requirements within the Environmental Strategy • Develop and implement business Environment Management Systems • Design environment training/awareness programs for delivery by the Environmental Advisors • Provide specialist technical expertise and advice on strategies for managing Environmental risks and issues • Oversee Environmental performance of the organisation and initiates actions as necessary to address performance trends • Ensure environmental assurance is conducted in line with the Environmental Strategy and business requirements • Oversee the collection, collation and reporting of NGERs, NPI and other environmentally sensitive data • Ensure adequacy of, and compliance to Environmental Management Plans (or equivalent) and other documentation consistent with regulatory and industry environmental requirements • Track progress of key targets and metrics (including NABERS ratings) outlined within the Sustainability Strategy, and identify opportunities for performance enhancement • Develop the company incident reporting and environmental performance reporting systems • Engagement with industry associations and peers on environmental matters • Develop processes to facilitate compliance with storm water protection management, native vegetation management, noise, waste management • Manage the process to ensure that appropriate sustainability and environmental training is identified implemented and maintained • Ensure climate change risk and opportunities are managed in accordance with the Company Climate Policy • Identify and monitor appropriate climate change related targets and indicators
Experience/Skills	<ul style="list-style-type: none"> • Tertiary qualification in Environment Science, Engineering or related discipline • Lead Auditor in Environment Management Systems • Experience developing, managing and implementing climate change initiatives • Experience and understanding of materiality and the assessment of environment and social risks, impacts and opportunities for significance
Years experience	6-10 years experience
Number of reports	Direct: 1-5 Indirect: 1-10

Role	HEAD OF ENVIRONMENT
Alternative titles	General Manager, Environment Group Environment Manager VP, Environment Environment Director
Role Purpose	Provide leadership to ensure that environmental priorities, programs, policies, risks and initiatives are consistent across the organisation and align with the overarching corporate strategy.
Accountabilities	<ul style="list-style-type: none"> • Establish minimum Group-wide standards for Environment • Lead the Environment leadership team in developing strategies for material Environment issues • Facilitate the development of the global priorities through the Environment team • Monitor the delivery of global Environment strategic projects • Identify global best practice and emerging trends for management of Environment risk and issues in the Operations. • Facilitate the development of internal and public targets for Environment • Ensure development of Environment staff and facilitates talent management for Environment across the Group. • Develop papers and materials on Environment risks issues for Board and Board Committee meetings • Support external engagement with stakeholders on Environment issues including investors, non-governmental organisations and industry associations • Develop Environment Strategy and business requirements • Prepare updates and progress papers for steering committees at Board and Executive level • Facilitate management of the environment budget, ensuring effective cost management and cost control • Lead the Sustainability and Environment team to ensure the Company Sustainability and Environment strategy supports the current and future needs of the organisation • Provide strategic and operational leadership skills to educate, communicate and ensure consistent messaging and information sharing • Development and governance of Company Climate Policy
Experience/Skills	<ul style="list-style-type: none"> • Tertiary qualification in Environment Science, Engineering or related discipline • Progressive experience in Environment leadership roles • Extensive knowledge of environment management systems, performance measures, global environment practices and emerging issues • Influencing and engagement
Years experience	10+ years experience
Number of reports	Direct: 3-20 Indirect: 3-50



APPENDIX 2: DEFINITION OF INDUSTRY SECTORS

Consumer Discretionary & Staples*

Manufacturing segment includes automotive, household durable goods, textiles and apparel and leisure equipment. The services segment includes hotels, restaurants and other leisure facilities, media production and services, and consumer retailing and services. Includes manufacturers and distributors of food, beverages and tobacco and producers of non-durable household goods and personal products. It also includes food & drug retailing companies as well as supermarkets and consumer super centres.

Financial*

Companies involved in activities such as banking, mortgage finance, consumer finance, specialised finance, investment banking and brokerage, asset management and custody, corporate lending, insurance, financial investment, and real estate, including REITs.

Industrials & Materials*

Includes companies whose businesses are dominated by one of the following activities: the manufacture and distribution of capital goods, including aerospace & defense, construction, engineering & building products, electrical equipment and industrial machinery; or, the provision of commercial services and supplies, including printing, employment, environmental and office services; or, the provision of transportation services, including airlines, couriers, marine, road & rail and transportation infrastructure. Encompasses a wide range of commodity-related manufacturing industries. Included in this sector are companies that manufacture chemicals, construction materials, glass, paper, forest products and related packaging products.

Mining and Metals (TN defined sector)*

Includes companies whose businesses are dominated by the extraction of metals and minerals. This also includes producers of steel.

Information Technology*

Covers the following general areas: firstly, Software & Services, including companies that primarily develop software in various fields such as the Internet, applications, systems, databases management and/or home entertainment, and companies that provide information technology consulting and services, as well as data processing and outsourced services; secondly, Technology Hardware & Equipment, including manufacturers and distributors of communications equipment, computers & peripherals, electronic equipment and related instruments; and thirdly, Semiconductors & Semiconductor Equipment Manufacturers.

Real Estate*

Members of the GICS real estate sector and REITs. REITs own property and derive income from rental returns. A REITs sector has been created for the Australian market, where REITs are treated almost as a separate asset class to equity, and are often managed on a separate basis. Includes Facilities Management Services & Real Estate Services organisations.

Utilities & Energy*

Encompasses those companies considered to be electric, gas or water utilities, or companies that operate as independent producers and/or distributors of power. Also includes companies whose businesses are dominated by either of the following activities: the construction or provision of oil rigs, drilling equipment and other energy related service and equipment, including seismic data collection; or, companies engaged in the exploration, production, marketing, refining and/or transportation of oil and gas products, coal and other consumable fuels.

Government, Education, Health Care and NFP (TN defined sector)

Encompasses Local, State, and Federal government and Agencies, State Government Statutory Authorities. Universities, TAFE colleges, and Not for Profit organisations. Also includes companies who manufacture health care equipment and supplies or provide health care related services, and owners and operators of health care products, providers of basic health-care services, and owners and operators of health care facilities and organisations.

*Reference: Sector Index Overviews- ASX; June 2019
www.asx.com.au/products/sector-indices.htm

DISCLAIMER

The information contained in this report has been prepared based on material gathered through a detailed industry survey. The findings in this report are based on a quantitative study and the reported results reflect data where it is robust enough to be meaningfully included. The sources of the information provided are confidential and Talent Nation has not sought to independently verify those sources.

Talent Nation is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.

The report is intended to provide an overview of remuneration packages at various levels in the Environment and Sustainability industries. As the report is provided for information purposes only, it does not constitute, nor should be regarded in any manner whatsoever, as advice intended to influence a person in making hiring decisions.

Talent Nation is proud to partner One Girl and STARS Foundation to help educate girls both abroad and in Australia. For every candidate we place, a donation is paid to our partners.





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