

MPF Sustainability Panel

Inaugural survey:

Who is responsible for Sustainability (and what keeps them awake at night)?

Results analysed by:



Background to the Survey

This inaugural survey from the MPF Sustainability Panel, conducted in early 2009, is intended to explore the role of the sustainability champion in professional firms and understand the extent to which their perceived priorities and influence are confirmed by their bosses

Results draw on responses from 60+ respondents from the MPF membership and The CarbonNeutral Company network.

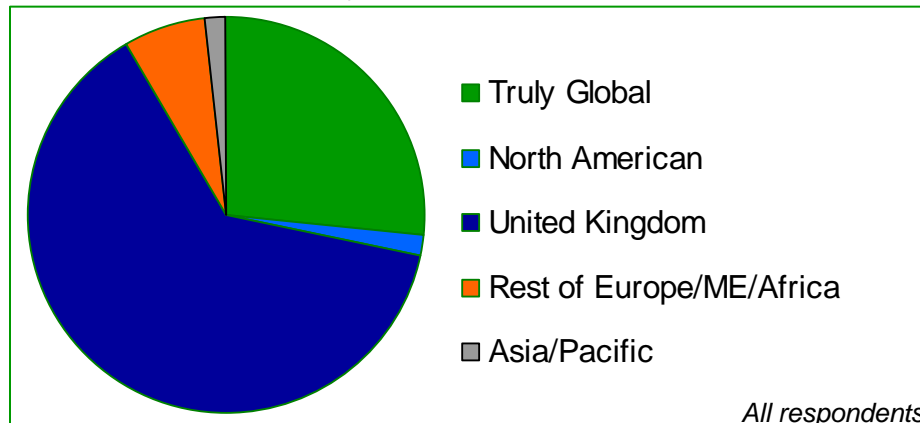
Aspects covered in the survey include:

- How is sustainability organised?
- Where does responsibility lie for sustainability in your firm?
- What skills and expertise makes for a good sustainability manager?
- How are sustainability managers spending their time?
- What are the obstacles to their success?

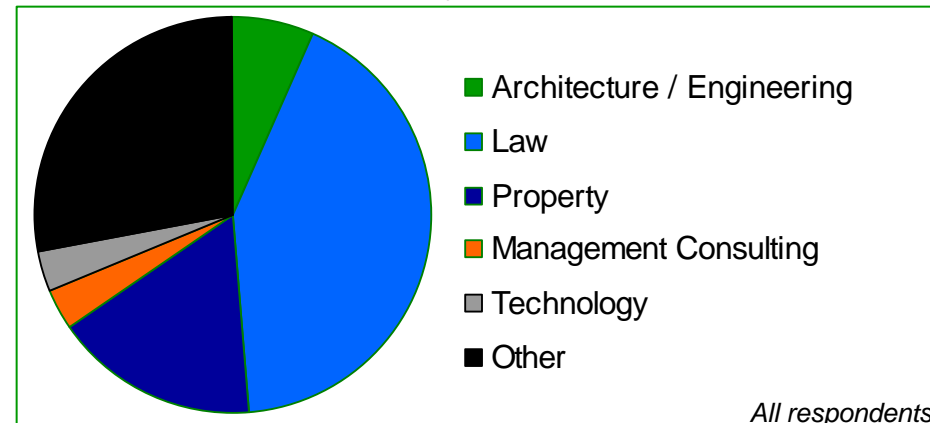


Responding Demographics

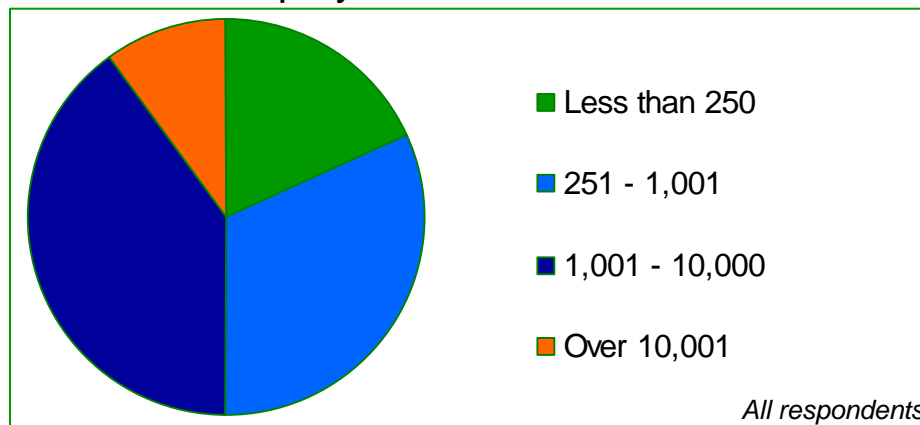
Your firm's primary market



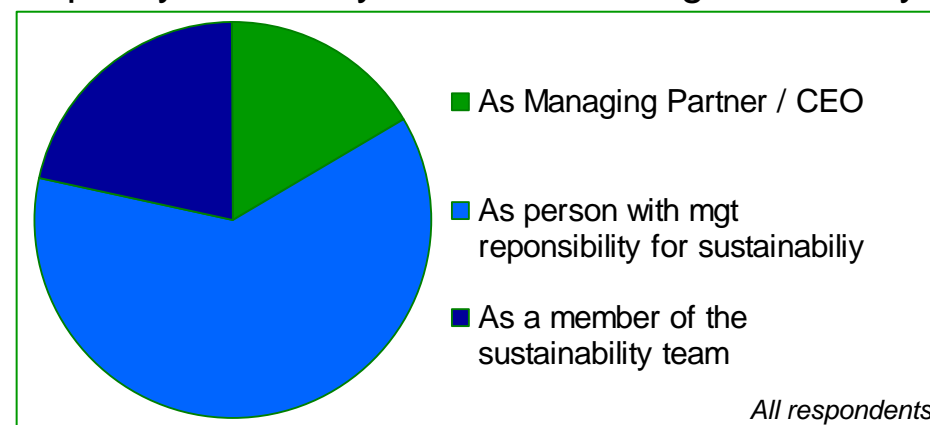
Professional discipline your firm covers



Number of employees



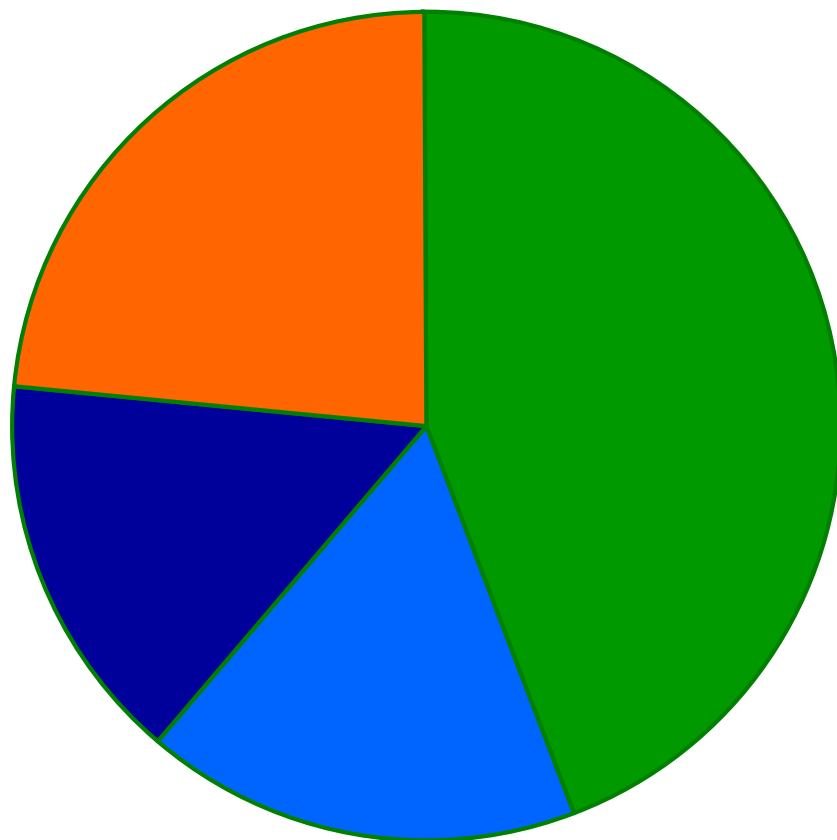
Capacity in which you are answering this survey





On first blush -- a strategic, board centred role...

How is sustainability management organised at your firm?



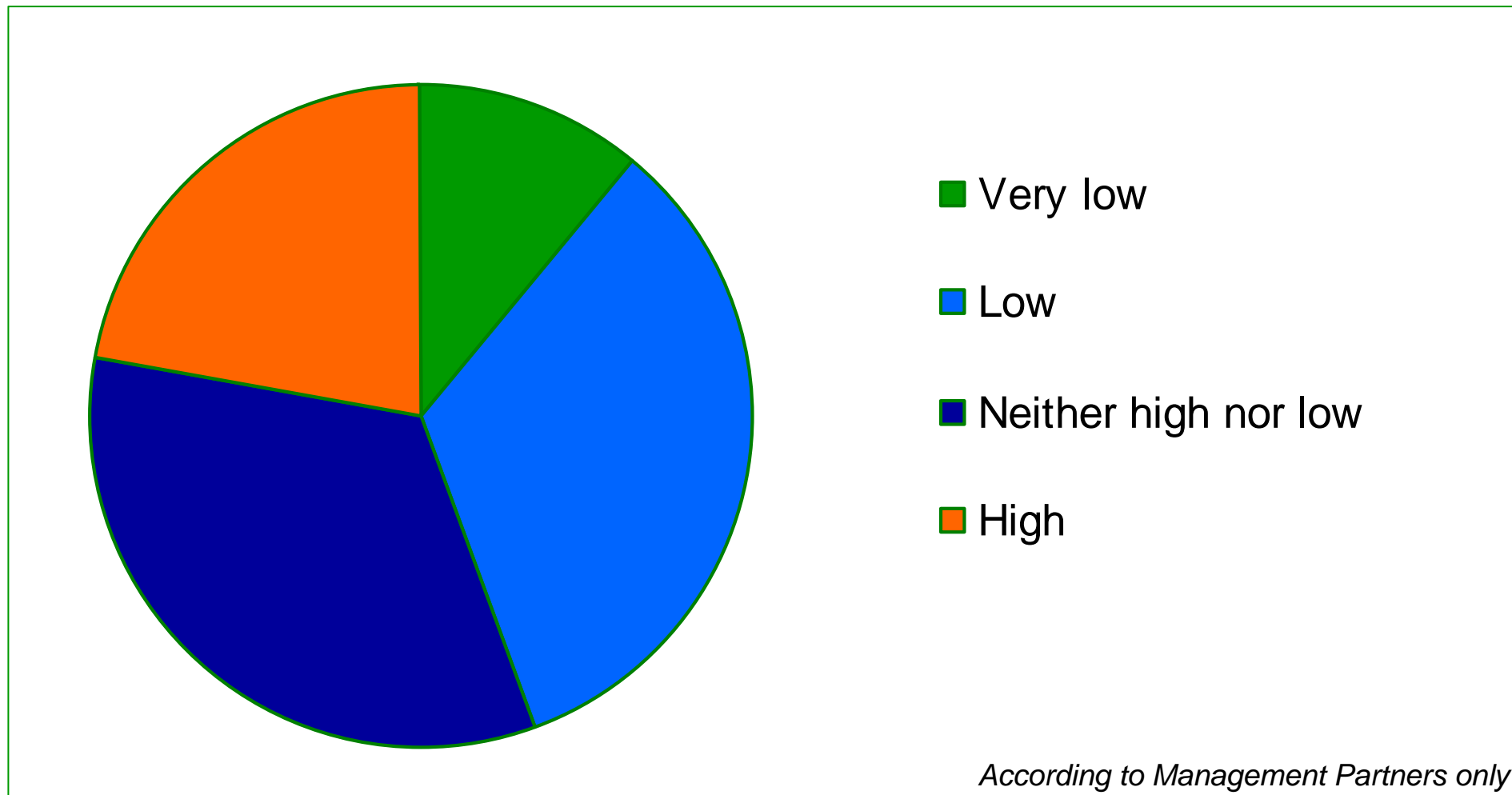
- SM representative on exec committee/board
- Practice group business partners (i.e SM professionals in practice teams)
- Board directive to operational manager
- Other

All respondents



.. but not according to Managing Partners..

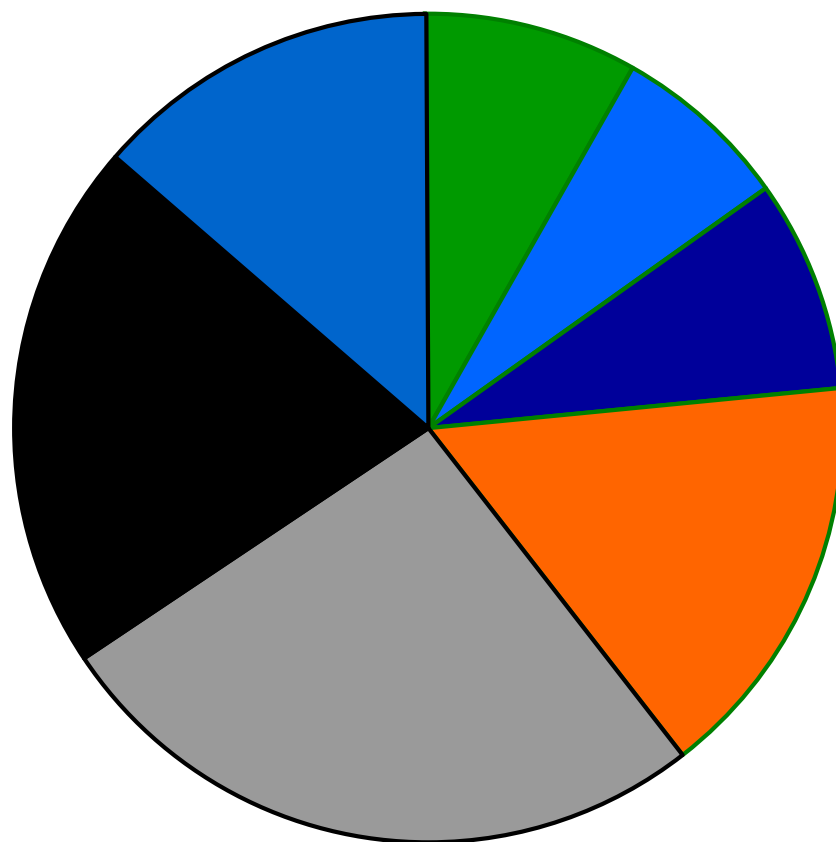
To what level does your Sustainability Manager take a strategic role in the business?





.. and not as evidenced by how SMs spend their time

How are you spending your time?



- Energy Efficiency
- Waste Management
- Supply Chain Management
- Measurement and Reporting
- Fee Earning
- People
- Community

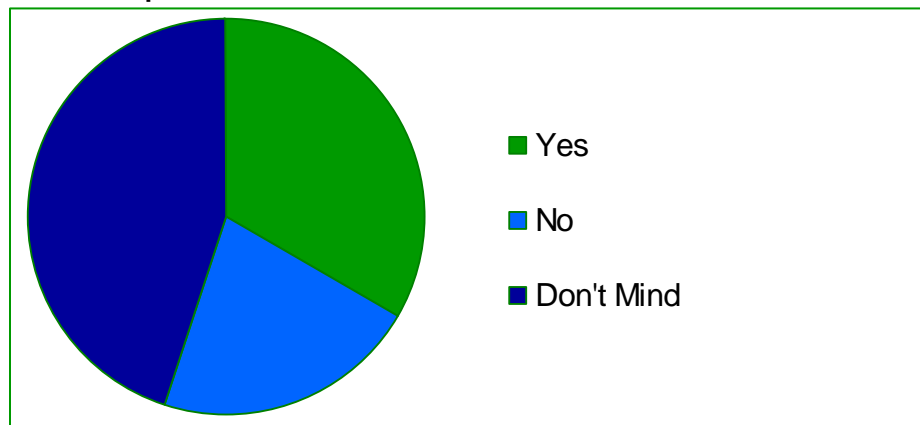
According to Sustainability Managers and Team



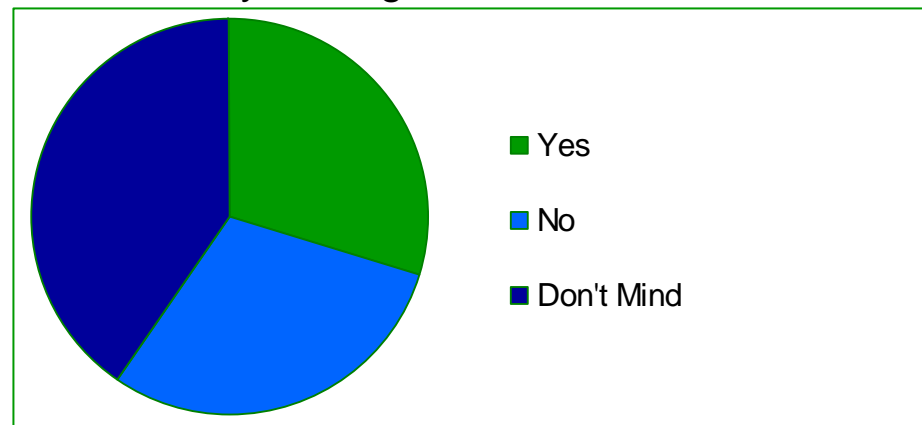
Despite or because of ambiguity, the SM tag works..

Are you happy with the term 'Sustainability Management'?

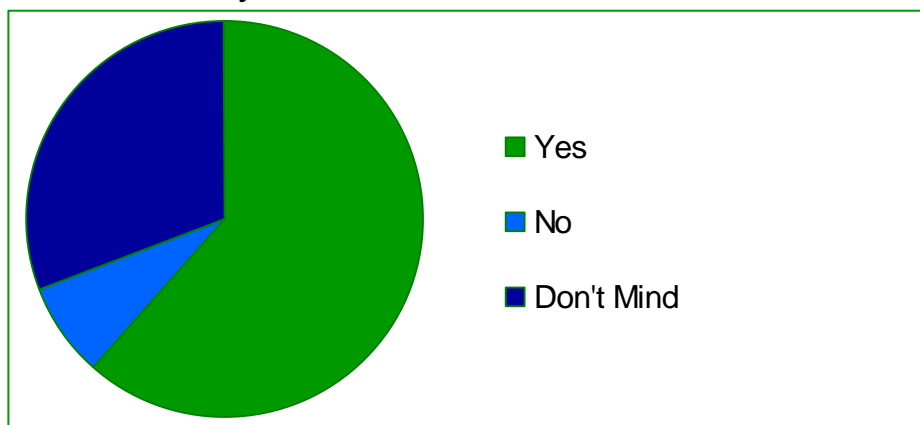
All Respondents



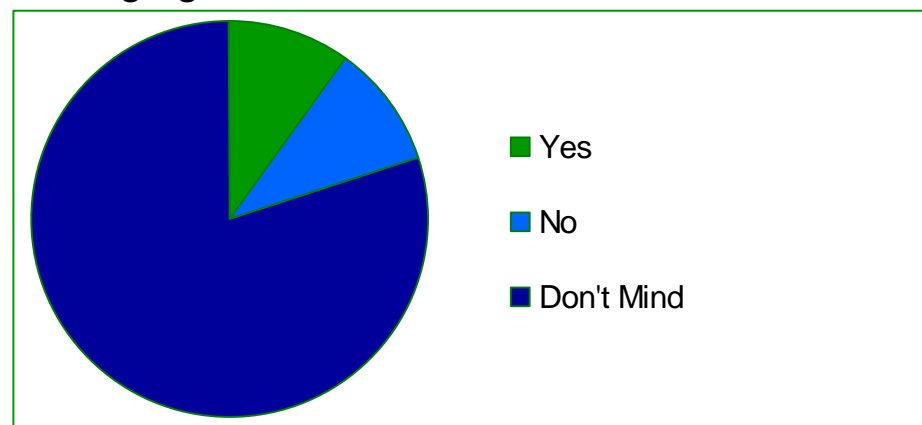
Sustainability Managers



Sustainability Team Members



Managing Partners

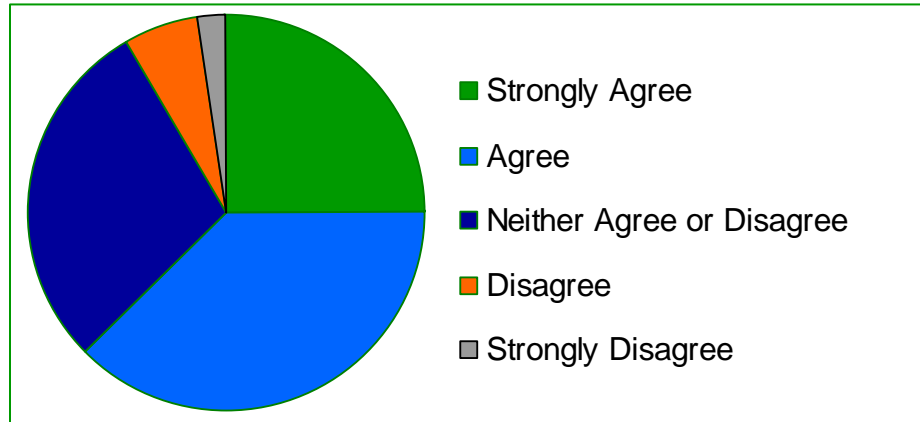




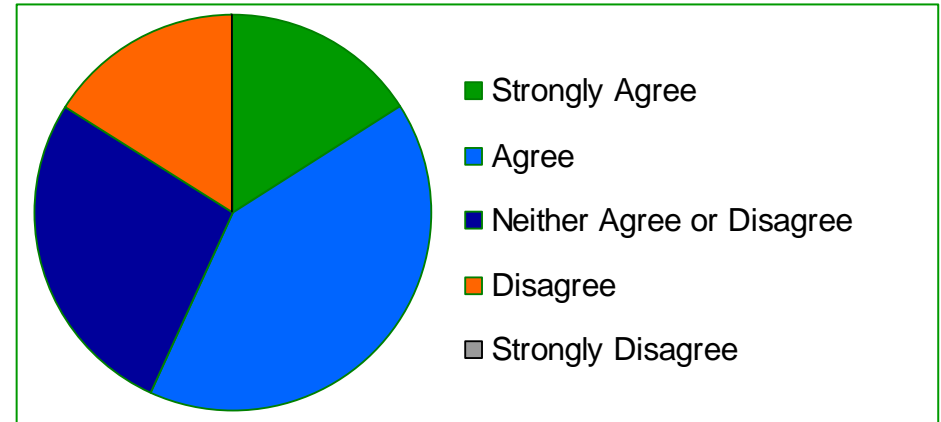
.. but call it what you will, SM is strongly embedded

To what extent would you agree the concept that effective sustainability management is embraced within your firm?

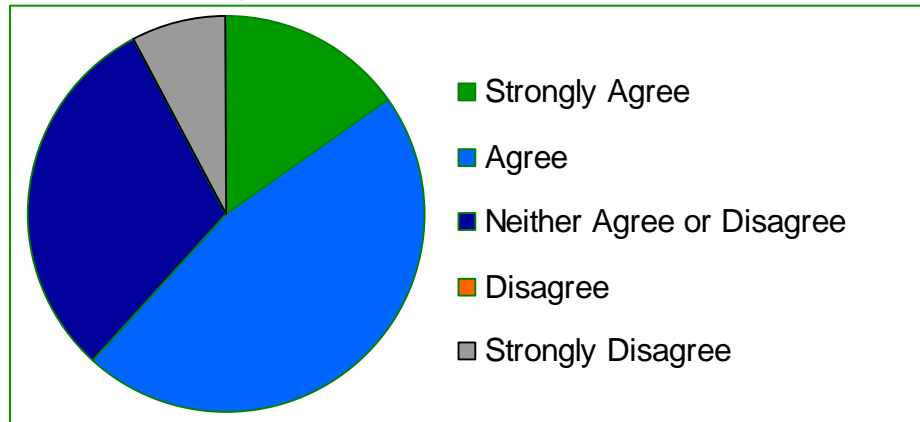
All Respondents



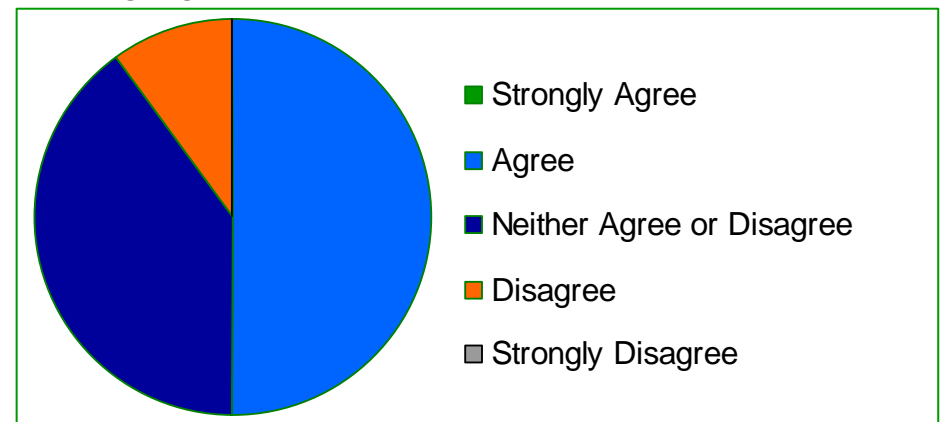
Sustainability Managers



Sustainability Team Members



Managing Partners





So, who are these Herculean people-gods of the professional services sector..?

- 78 % male
- **60%** have **professional service** background and **professional qualifications**
- Worked **3 years** in their present role and **more than 5 years** in a sustainable management capacity
- **10%** hold **Masters** in sustainability or the environment
- **10%** have **chartered membership** related to the **environment**.
- **Key traits** that are sought in a Sustainability Manager by Managing Partners are: **communication, integrity, problem solving**



..whose work is so strongly aligned with MP priorities..

According to **Managing Partners**:

What are the most important tasks that your Sustainability Manager performs?

According to **Sustainability Managers**:

What are the most important tasks that you perform?

1. Formulation of strategy

2. Maintaining public profile of the community

3. Inspiring performance internally

1. Devising, implementing and managing sustainability/CSR agenda

2. External communications

3. Measurement and reporting of sustainability indicators

4. Environmental management – carbon reporting, energy efficiency

5. Internal education and awareness of sustainability and CSR issues

6. 'Driving change'

7. Business development





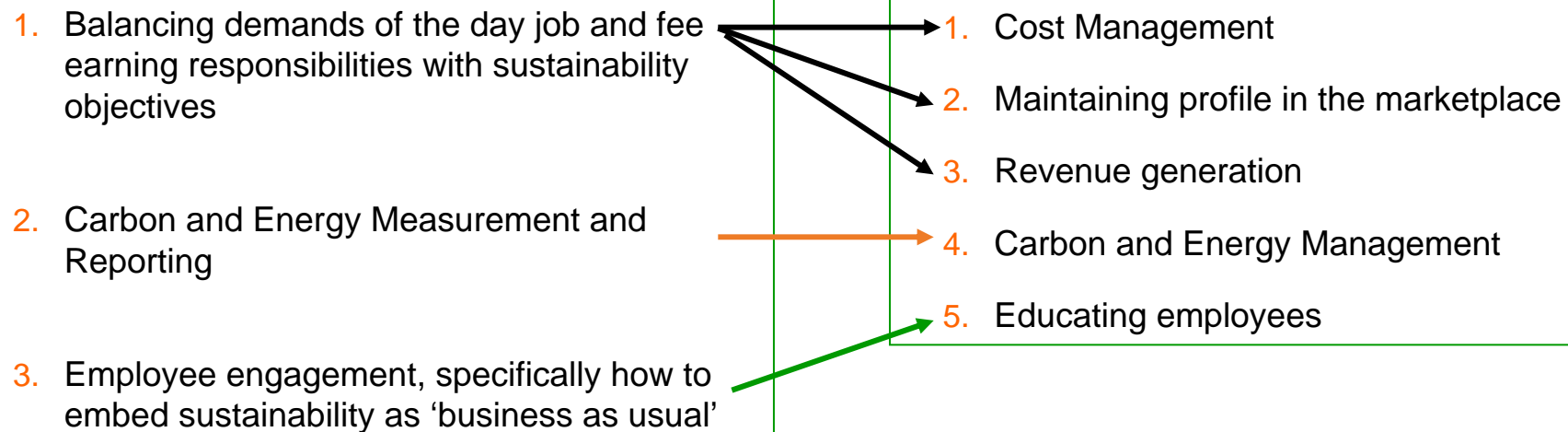
..and what keeps them awake at night..?

According to **Sustainability Managers:**

In which areas do you feel either you or the firm has a **gap in knowledge** and/or capacity?

According to **Sustainability Managers:**

In which areas do you think there will be a **growing pressure to perform** in the future?

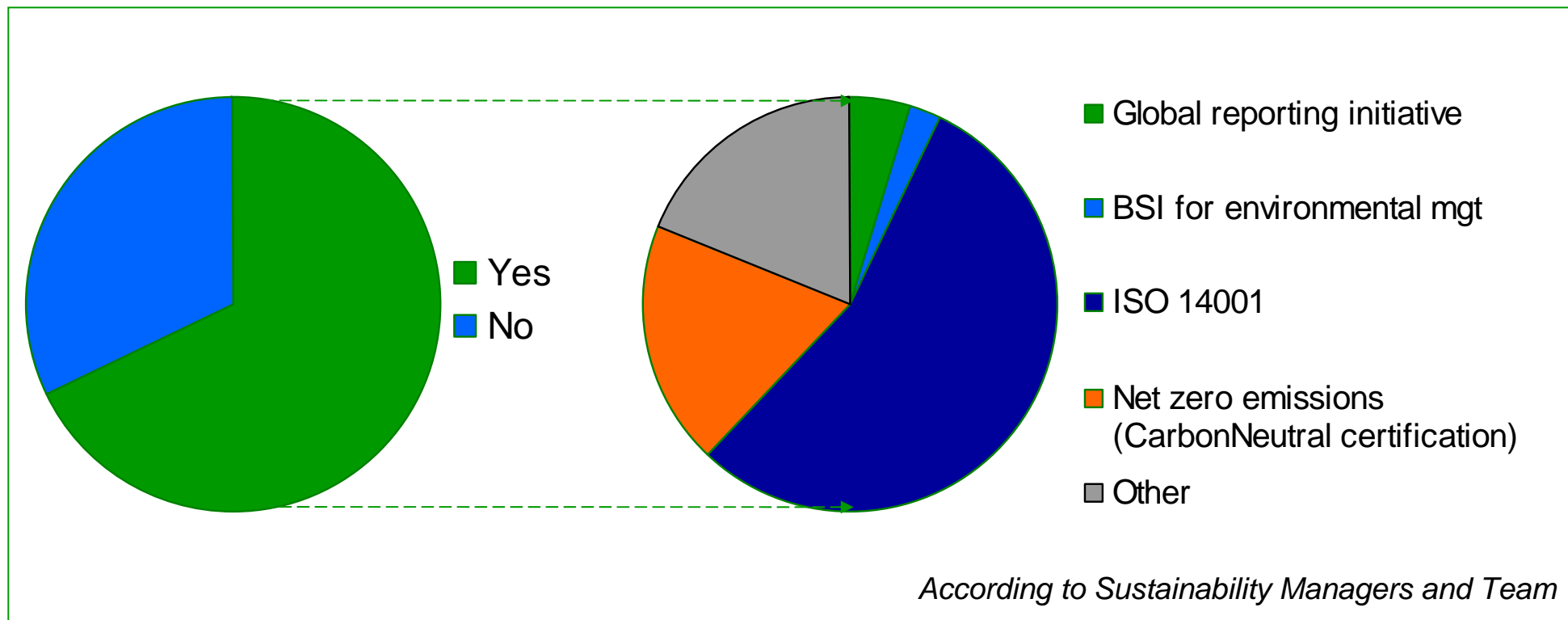




..and what tools are in their armoury?

Do you use any recognised management standards?

If so which standard?

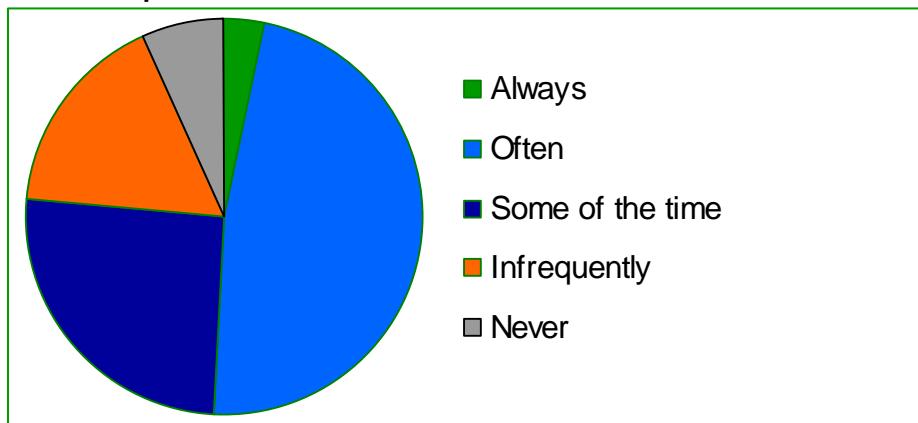




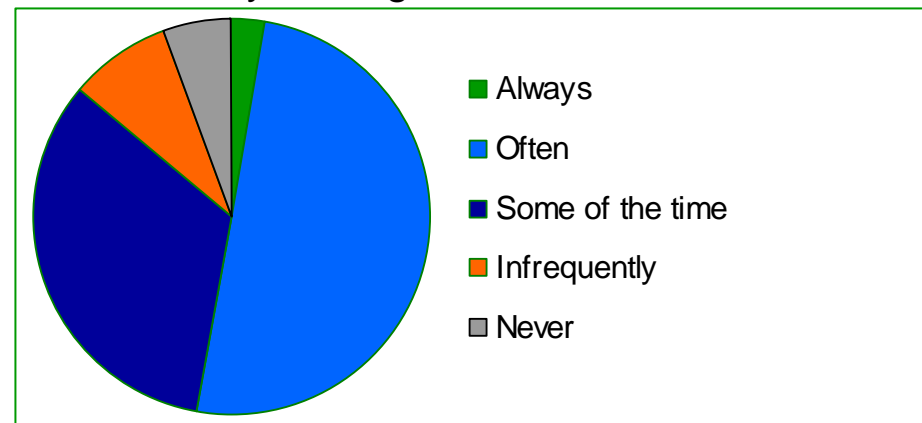
Is it all worth it from a business perspective?

Do clients ask your firm to provide them with assurances of your sustainability approach?

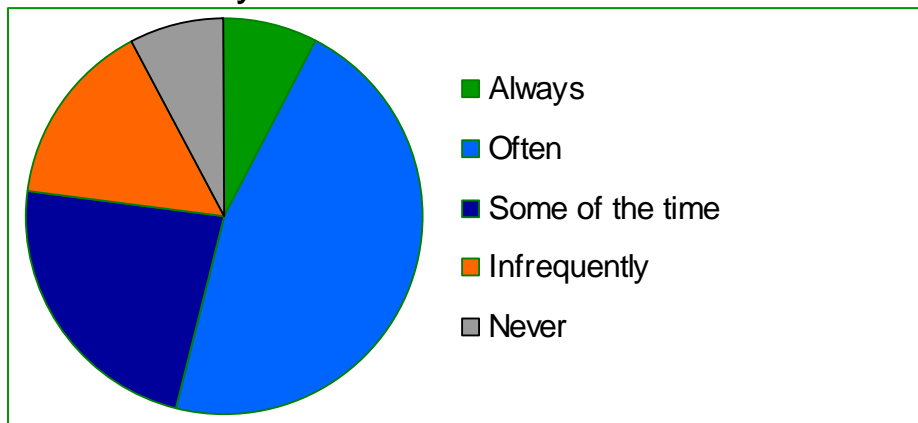
All Respondents



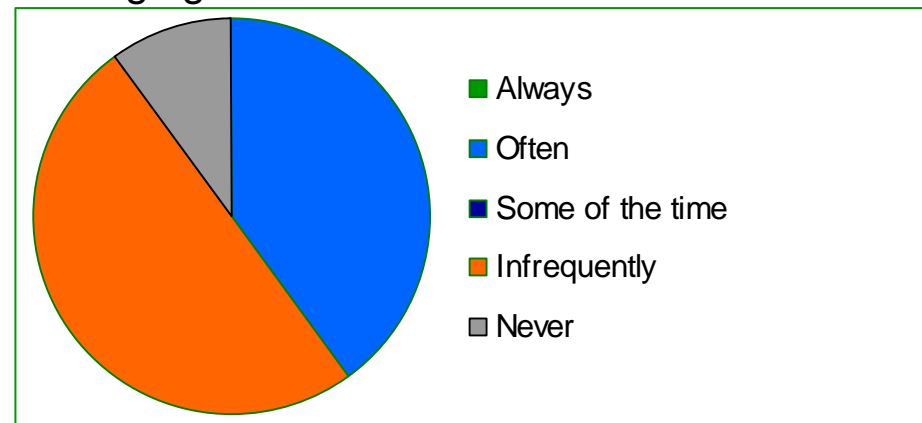
Sustainability Managers



Sustainability Team Members



Managing Partners



What are the key questions emerging out of this?

1. Is it more effective to have SMs in a strategic or operational role, and is that role best a stand-alone one, or integrated into core business functions?
2. If you were drawing up the profile of an ideal sustainability manager what would it be in terms of training; experience; expertise; core skill set?
3. How do you incentivise performance, what does the SM's balanced scorecard look like?
4. Why do managing partners not think clients care about sustainability management credentials?
5. What tools do SMs need to execute to their objectives?
6. What should the Managing Partners' Forum do to help the SM community overcome their barriers and challenges?