



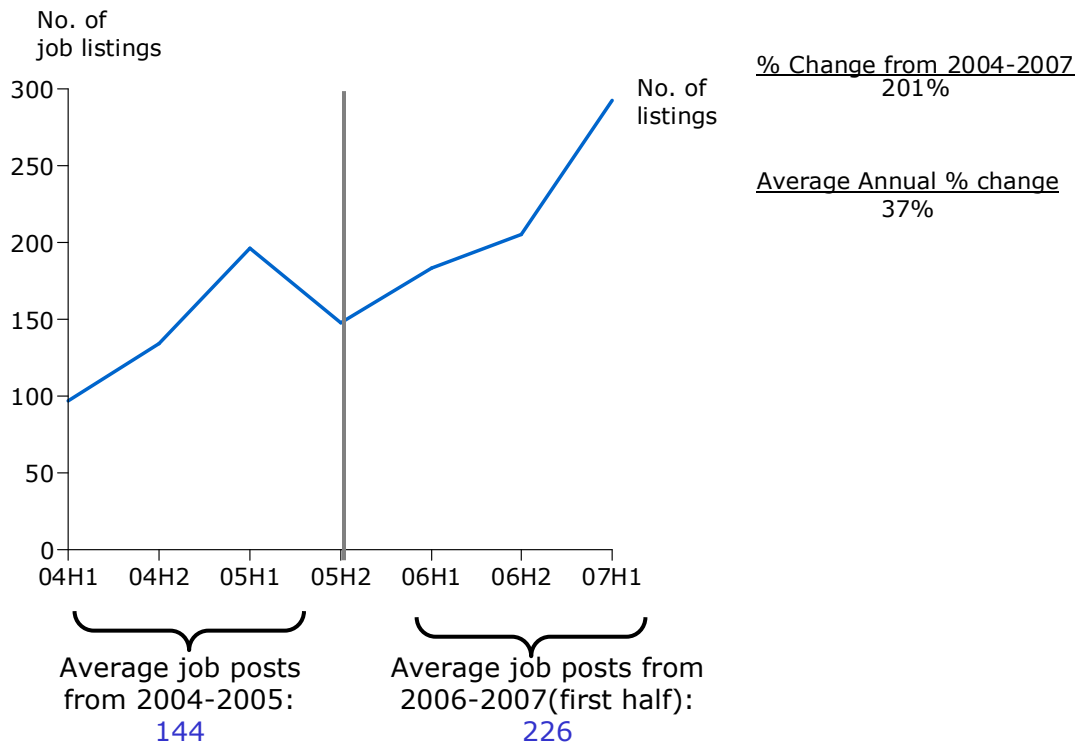
INTRODUCTION

A new study finds growth in the number of corporate social responsibility (CSR) job postings over the past three and a half years. A secondary finding is that demand from MBA level candidates still outpaces supply. MBA students and alumni increasingly believe that business can both earn a profit and create positive social change, and these business-minded individuals are looking for jobs with companies where they can make an impact. The study suggests that CSR is a growing field within companies and amongst jobseekers.

SUPPLY OF CSR JOBS

Net Impact and Ellen Weinreb CSR Recruiting analyzed 1,255 CSR job openings posted between January 2004 and June 2007. These postings came from two of the leading sources for CSR jobs: Business for Social Responsibility’s jobs page and CSR-Chicks, a listserv started in London for CSR professionals. The information compiled indicates that CSR job postings have increased approximately 37% per year over the past 3.5 years.

The graph below shows that, on average for each six month period, 144 jobs were posted from 2004 to 2005, and 226 jobs were posted from 2006 to the first half of 2007. Breaking this down further, we see that in 2004 there were 19 postings per month, while in 2007 there were 48 postings per month. Since July 2005, there has been a steady growth in CSR positions available.





CSR JOBS REPORT *for job seekers interested in CSR jobs* January 2008

Net Impact and Ellen Weinreb CSR Recruiting organized the 1,255 job postings into three categories: 1) *Internal CSR jobs*, for a position working on CSR within the company, 2) *Services CSR jobs*, for a position providing consulting or third party compliance support to companies, and 3) other *Independent CSR jobs*, for a position working in an independent capacity to research, monitor or support CSR. From this breakdown, 25% of the jobs posted were Internal, 41% were Services, and 34% were Independent. This breakdown suggests that CSR-related work is often outsourced to consultants.

The Internal postings were further analyzed by leading job function and industry. Of the 317 positions posted by multinational corporations, 25% were in the apparel and 22% were in the consumer products industries. The leading job function for these positions was 25% related to compliance, 19% related to CSR in general, 15% community relations focused, and 13% focused on the environment.

The top employers in this study are two leading CSR membership associations in the UK and US respectively, Business in the Community based in London, with 86 postings, and Business for Social Responsibility based in San Francisco, with 53 postings. In third place is Cal Safety Compliance Corporation with 26 job openings posted over the past 3.5 years. These top three employers are all in the Service industry. Top multinational corporations advertising CSR positions include Disney in Burbank, California, Nike in Beaverton, Oregon, and Starbucks, in Seattle, Washington.

Of the 1255 postings, 216 disclosed salary information. The average salary was \$67,000 USD with most of these positions based in London. Salary findings tend to skew lower because companies are more likely to post low salaries as a screening mechanism. Top locations for CSR jobs in this study are the San Francisco Bay Area and London. While these two locations are often considered hubs for CSR, it is worth noting that the two sources for the study's data collection are located in San Francisco (BSR) and London (CSR-Chicks). Other top job locations include New York, Los Angeles and Boston.

DEMAND FOR CSR JOBS

To understand the demand for CSR jobs, it is helpful to look at the growth in Net Impact membership. Graduate business students and professionals join Net Impact to access career resources and to learn about companies that are leaders in the CSR space. Active membership has nearly doubled from 2,600 in 2004 to nearly 5,000 in 2007. In 2006, Net Impact conducted a survey of MBA student opinions on the relationship between business, and social and environmental issues. Nearly 80% of students polled wanted to find socially responsible employment at some point in their careers, while 59% said they would seek such work immediately after graduating from business school.

Net Impact has seen a growing interest in MBAs looking for CSR-related jobs. The organization has over 1,000 resumes of interested MBAs looking for both internships and full-time positions. The number of resumes has grown 46% since 2005, growing from 769 to 1126 resumes. Net Impact's database has three types of candidates: first year graduate business students looking for internships; second year students looking for full time positions; and professionals who have their graduate degrees and several years of post-grad experience. Members looking for jobs on the Net Impact website frequently use the following three search terms: 1) CSR, 2) Consulting, and 3) Sustainability. Ellen Weinreb has over 500 resumes in her database; her recruiting services typically focus on candidates with at least 5 years post-MBA experience.

IMPLICATIONS

Business Schools' Response

Responding to the increased focus on environmental sustainability in the business community, MBA programs are creating joint degrees in Business and the Environment. The Graduate



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Business School at Stanford offers a Master's program in conjunction with the Interdisciplinary Graduate Program in Environment and Resources. The University of California Davis Center for Entrepreneurship hosted its first Green Technology Entrepreneurship Academy in March 2007.

The Yale School of Management offers a program that prepares students with a top-notch education that combines a solid grounding in environmental sciences and conservation with cutting-edge management skills. "We are finding that the demand from employers for qualified students with career interests in business and the environment is growing," says Bryan Garcia, Program Director for the Center for Business and the Environment at Yale. "It is vitally important that academic institutions work hard to meet this growing workforce demand to better prepare leaders for business and society while helping to solve the problems that matter."

Companies Focus on Green CSR

Becoming more green has become a leading objective in corporate social responsibility policies. More companies are focusing on strategies to gain competitive advantage through environmentally sustainable practices, such as carbon reduction and clean technologies. Consumer packaged goods and apparel companies are finding opportunities in all aspects of their business practices, including product and process innovation and sustainable supply chain management, to become greener. There is also a new financial market for the environment. Ongoing developments in emissions trading, green venture capital, and green banks are providing opportunities for MBAs interested in both finance and environmentalism. Additionally, major PR companies such as Edelman, Fleishman-Hillard have announced "worldwide sustainability practices" to help businesses communicate their green strategies to the public.

For more detailed information on this study, visit
<http://www.netimpact.org/displaycommon.cfm?an=1&subarticlenbr=1884>.

Job sites that focus on CSR and sustainable development are also becoming more popular. For a comprehensive list of sites posting CSR positions, visit Ellen's site at
<http://ellenweinreb.com/boards.htm>.
For jobs targeting MBAs specifically, visit www.netimpact.org/recruit.

ABOUT NET IMPACT

Net Impact is an international nonprofit organization whose mission is to make a positive impact on society by growing and strengthening a community of new leaders who use business to improve the world. Our emergent network of 160 student and professional chapters is devoted to using the power of business to make a positive net social, environmental, and economic impact. We offer a portfolio of programs to educate, equip, and inspire more than 10,000 members to make a tangible difference in their universities, organizations, and communities. Net Impact has a job board that helps socially and environmentally-minded companies connect with top MBA talent. Please visit us on the web at www.netimpact.org.

ABOUT ELLEN WEINREB CSR RECRUITING AND CONSULTING

Ellen Weinreb's recruiting firm specializes in CSR. She comes to recruiting after a decade of CSR consulting and coaching hundreds of job seekers. Her clients include Levi Strauss, Sears, Clorox, Hewlett Packard, Nike, and the World Bank. Resources for jobseekers and for hiring managers are available at <http://www.ellenweinreb.com>