

CSR Jobs Report

The State of the CSR Job Market: Key Findings and Trends

An Analysis of 819 CSR Jobs: 2004 - 2009



Forward

It is time once again for Sustainability Recruiting's biennial Corporate Social Responsibility (CSR) Jobs Report. This report covers 6 years of CSR job postings (2004-2009).

Our previous report (spanning 2004-2007) found CSR jobs on the rise. But, what a roller coaster the CSR job market has been since then!

This CSR Jobs Report puts real numbers on the anecdotal evidence we've heard throughout 2009. It shows us just how bad 2009 really was. Posts dropped 68% year-over-year in Q3 2009!

Despite these negative trends, there are some positive signs for the field of CSR. A key one is that the titles of VP and Director are increasing in use, which suggests CSR is gaining in credibility.

And, the 33% uptick in postings in Q4 '09 suggests that things may be looking up for those seeking CSR jobs.

A note about semantics: Throughout the report the term CSR is used, but could easily be replaced with "corporate citizenship" or "corporate sustainability."

Gratitude

Many thanks to the partners and supporters of Sustainability Recruiting for their input to this *CSR Jobs Report*; in particular thanks to:

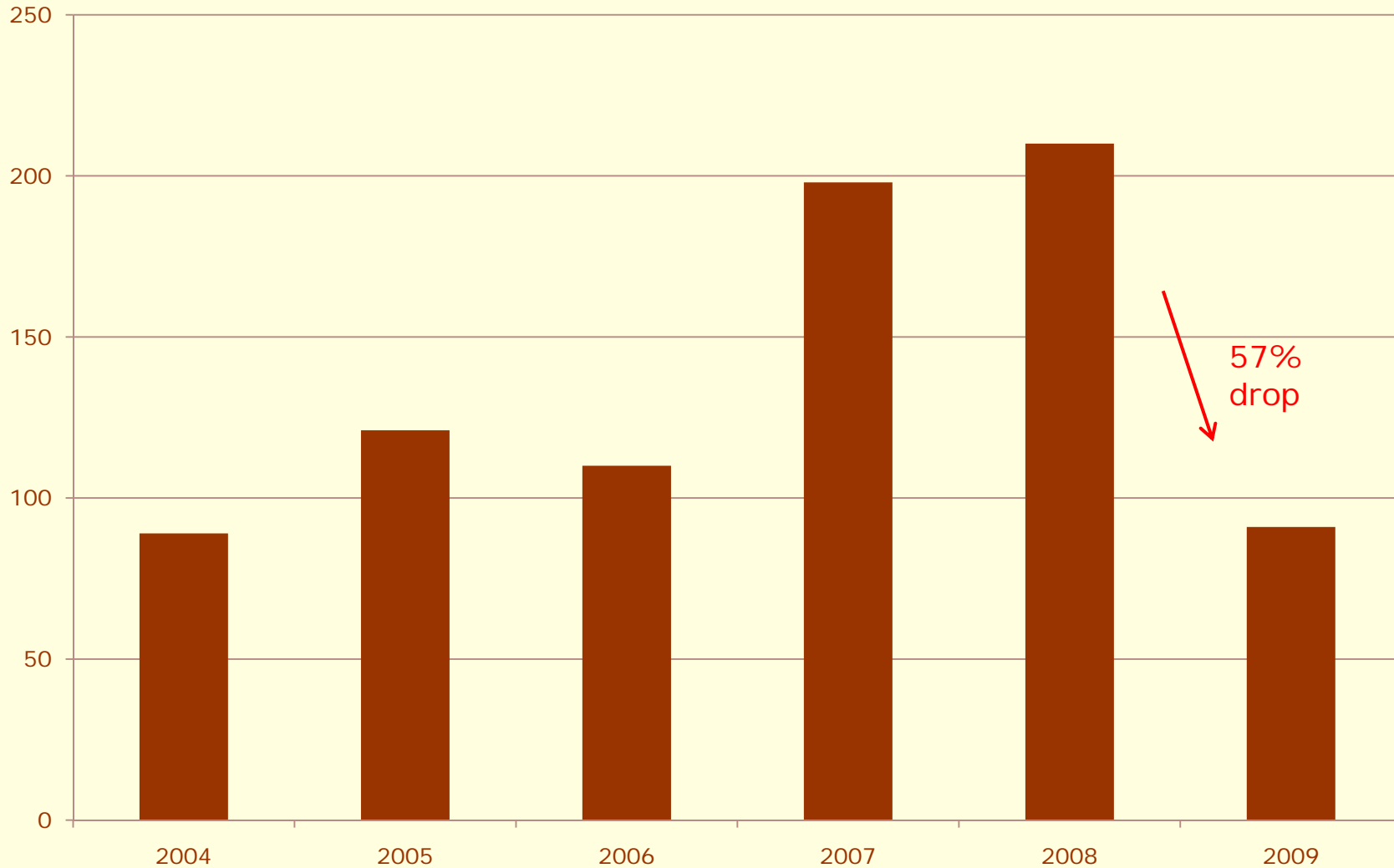
- **Aron Cramer** for creating Business for Social Responsibility's (BSR's) *CSR Jobs Page*
- **Michaela Hayes** for her talented writing
- **Katie Kross** for her book, *A Resource Guide for MBA Careers in Sustainability*, an important contribution to jobseekers
- **Liz Maw** of Net Impact, who partnered on the previous CSR Jobs report
- **Lisa Neuberger** for her recommendations
- **Christopher Pinney** for excellent advice on improving the methodology going forward and for developing the CSR competency framework
- **Dave Stangis** for insights about employers and jobseekers

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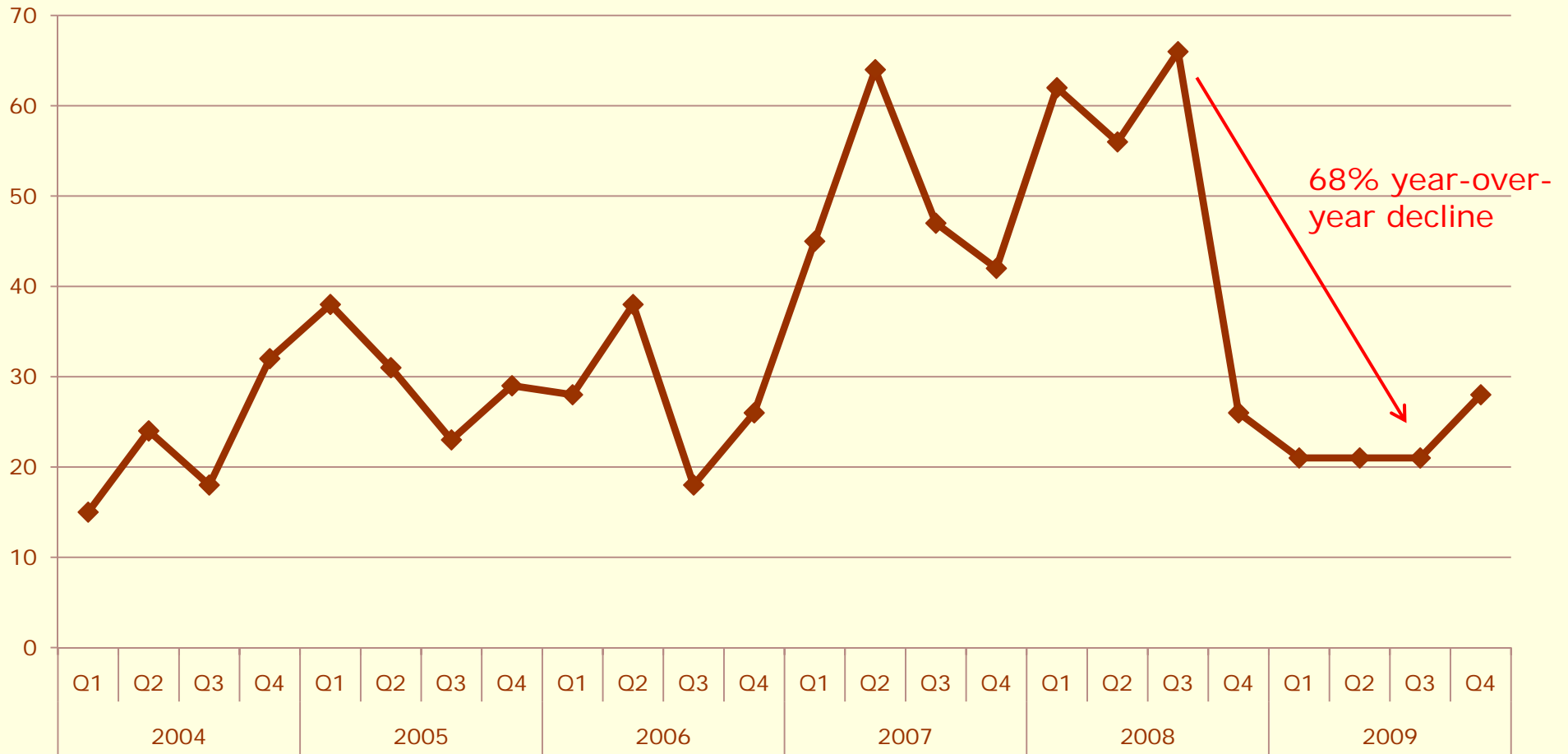
Key Finding: Postings by Year

CSR job postings peaked in 2008; job postings fell 57% in 2009



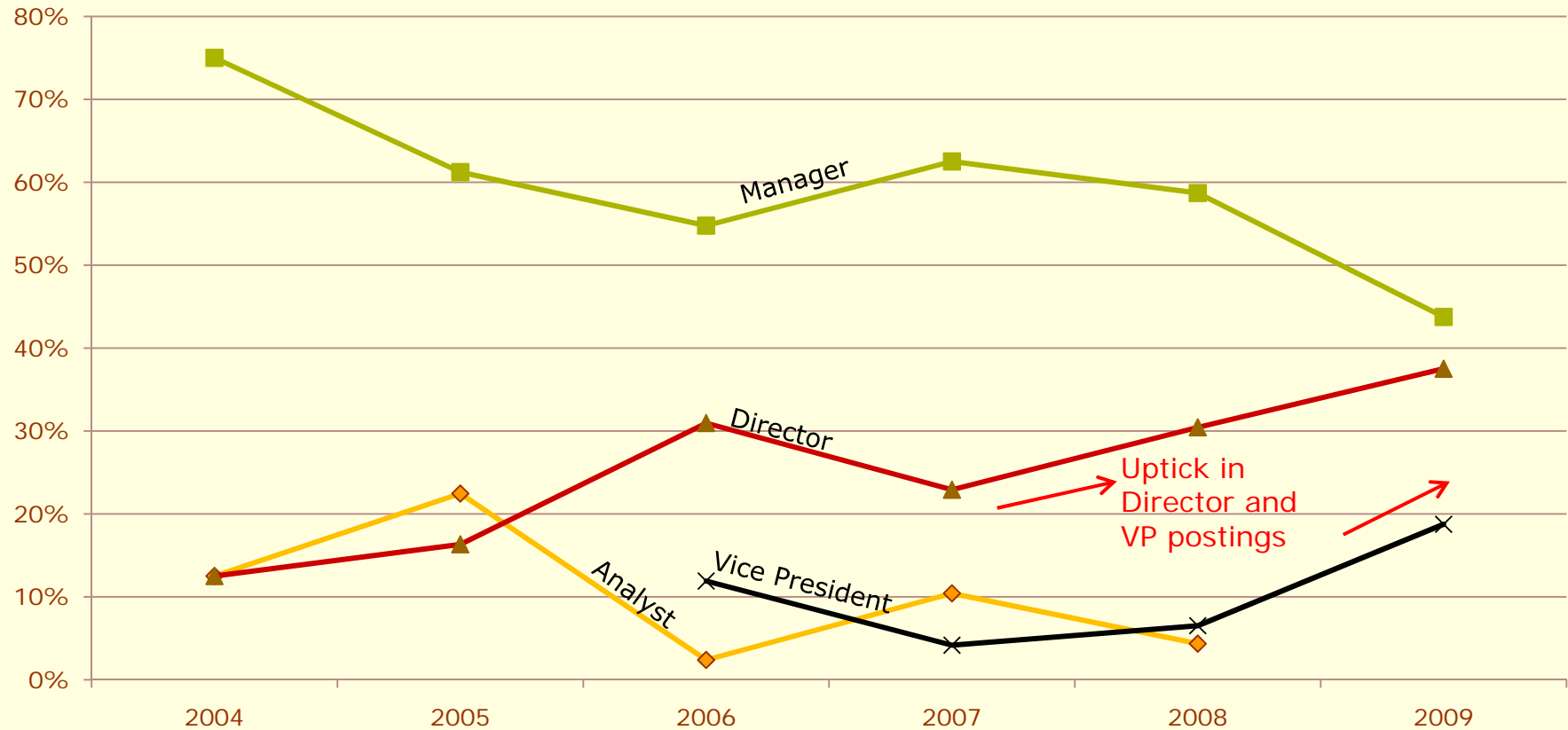
Key Finding: Postings by Quarter

CSR job posts dropped 68% year-over-year in Q3 2009



Key Finding: Postings by Title

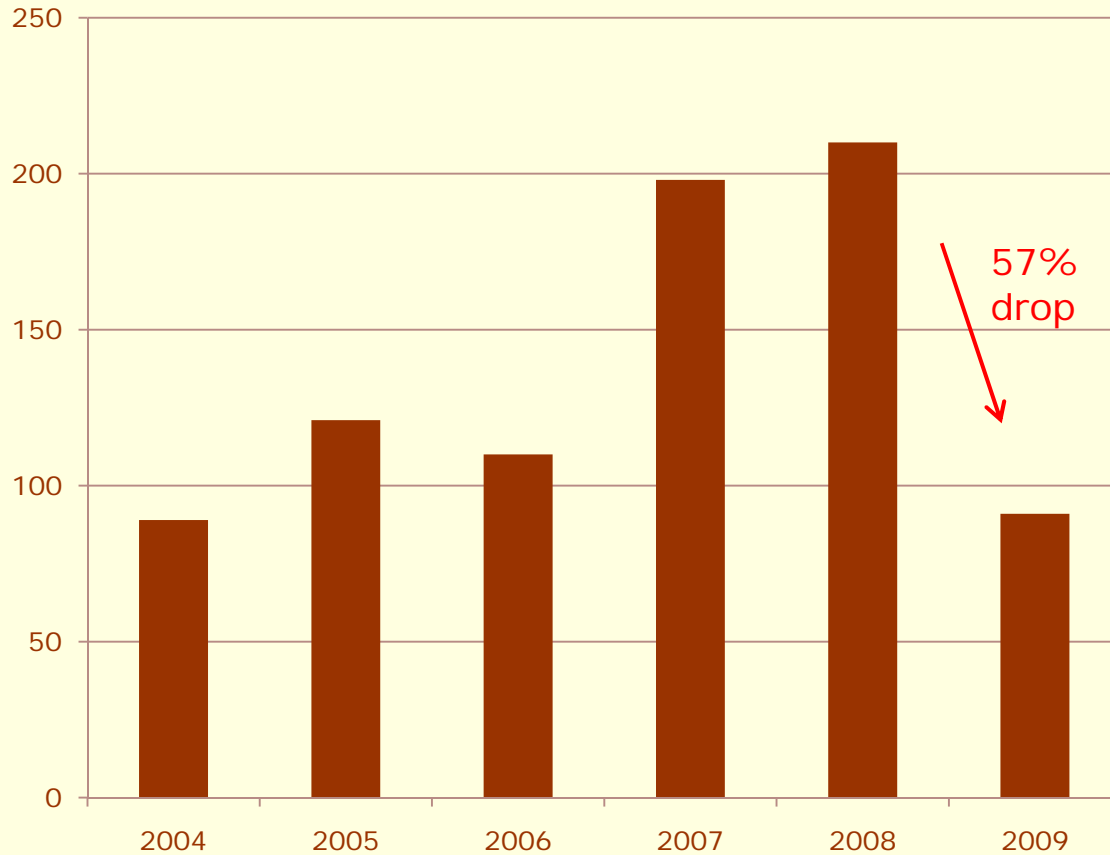
CSR positions are becoming more senior-level, based on analysis of titles. Over the past 2 years, there has been an uptick in postings with Director and Vice President titles. VP titles were not used in postings until 2006.



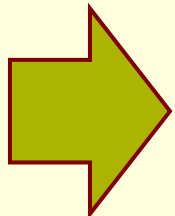
Methodology

- Source: Business for Social Responsibility's (BSR's) *CSR Jobs Page*, considered the best source of CSR job listings
 - Provided a consistent source over time
 - Analyzed 6 years of data from 2004 – 2009
 - 819 positions reviewed
 - Data analyzed by posting: employer, title, location, date, typology, industry
- Criteria used to select postings for analysis:
 - Full time permanent position
 - Job responsibilities include corporate social responsibility
- Postings excluded:
 - Administrative junior-level positions (i.e., Admin Assistant)

Trends: Job Postings by Year

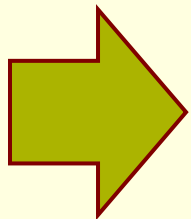
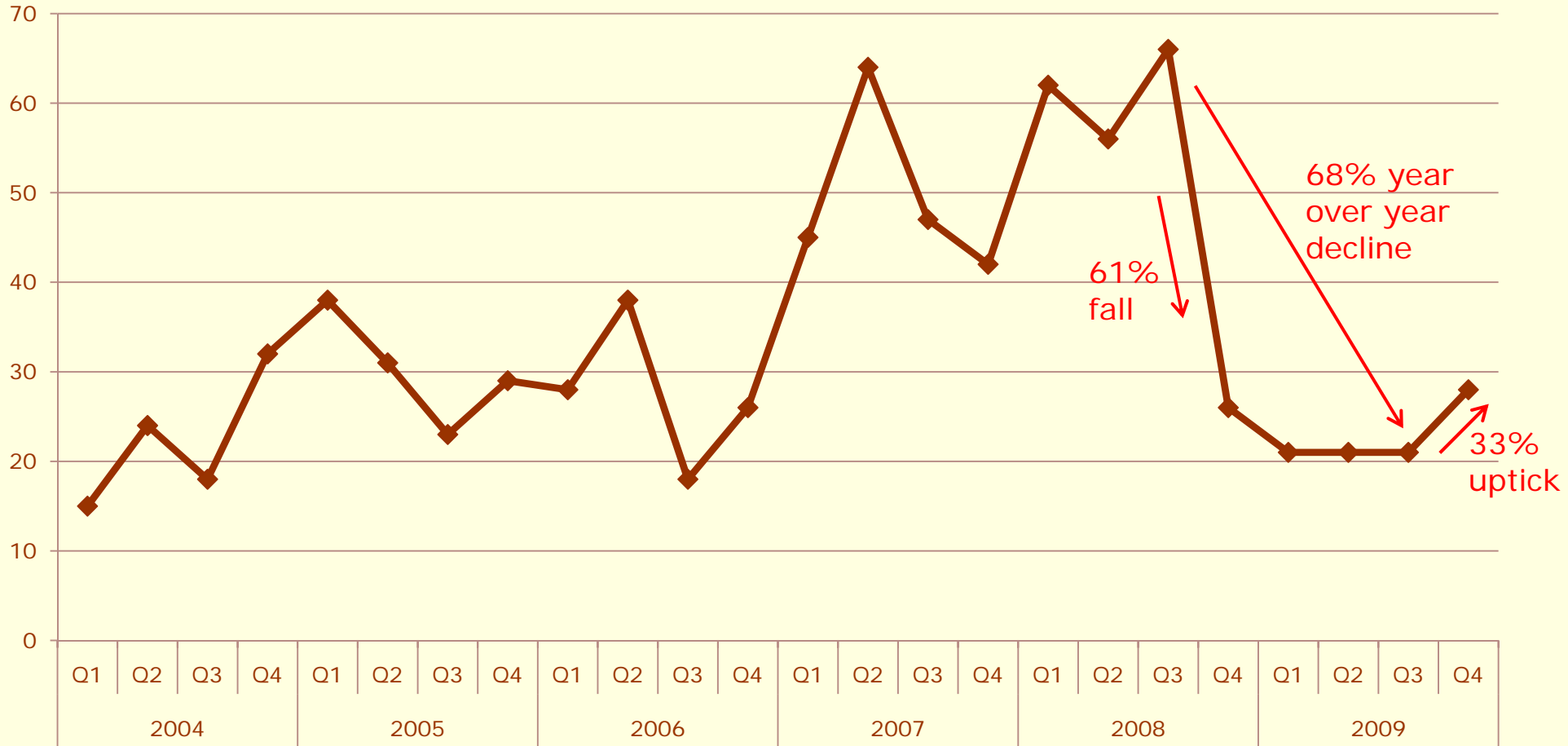


Year	CSR job postings
2004	89
2005	121
2006	110
2007	198
2008	210
2009	91
Total	819



- 57% decline in CSR jobs in 2009, compared to 2008
- 2009 was at 2004 level
- CSR job postings peaked in 2008

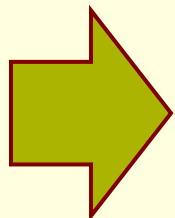
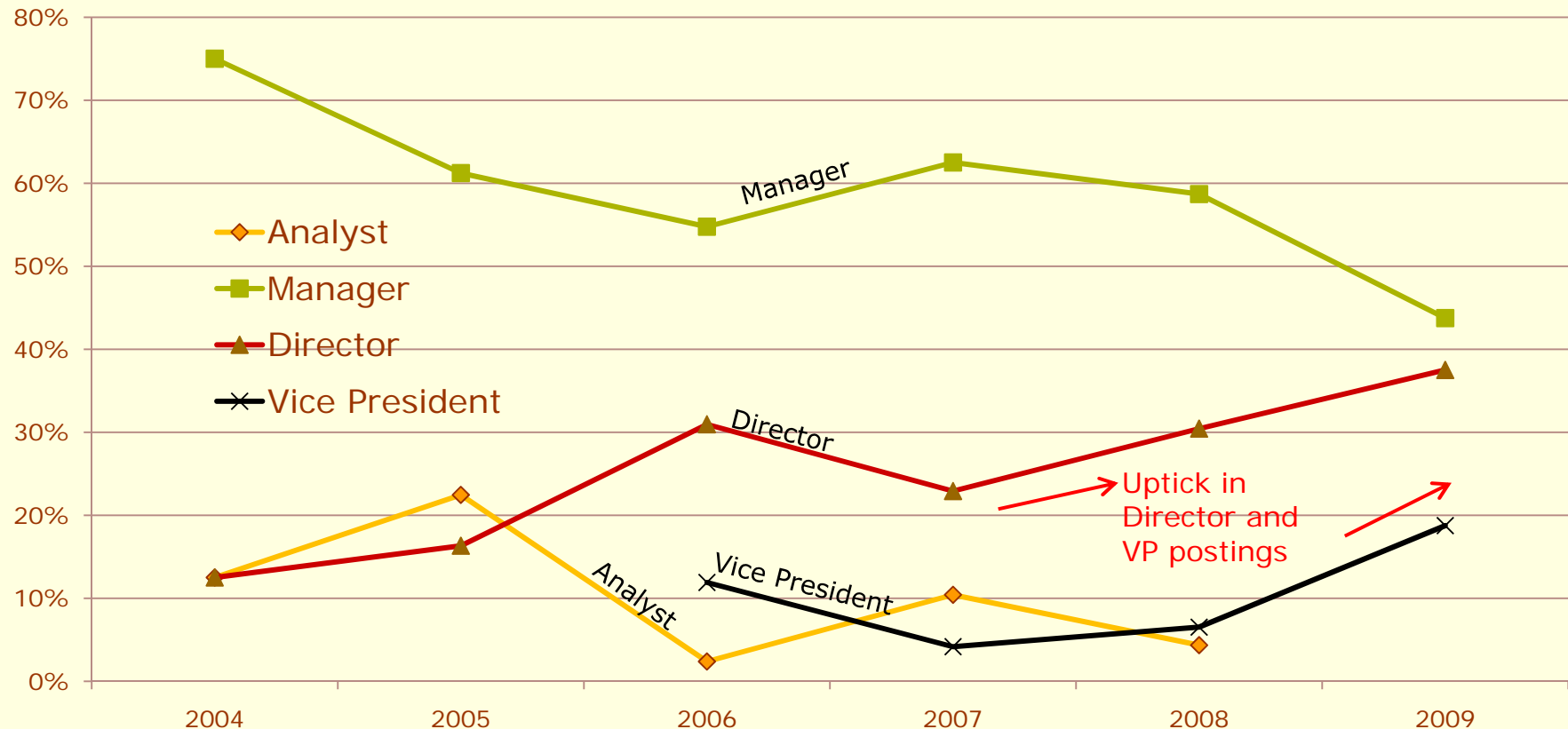
Trends: Job Postings by Quarter



- Postings dropped 68% year-over-year in Q3 2009
- Followed by 33% uptick in Q4 '09
- Two peaks at Q2 '07 and Q3 '08
- Precipitous fall of 61% between Q4 '08 from the previous quarter

CSR Gains Credibility

217 corporate positions had the words "Analyst", "Manager", "Director" or "Vice President" in their titles. The chart shows the distribution of these over time.



- In 2004, 75% of the positions had "Manager" in their titles
- The more senior titles (Vice President and Director) are becoming more common
- There were no "Chief Sustainability Officer" titles; it is a myth
- The 1st Vice President listing occurred in 2006

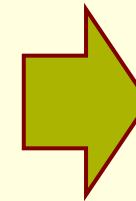
Three Categories of CSR Jobs

Not all CSR jobs are corporate positions (internal staff positions).
There are 3 types of CSR employers. Each has sub-categories.

1. INTERNAL	Description	Example
Multi-national corporations	Global corporations (public or private), >1000 employees	Disney, Levi Strauss, Hewlett Packard
Small companies	<1000 employees	Stoneyfield, Seventh Generation
2. SERVICES	Under contract by a corporation to support CSR	
Association	Membership organizations supporting CSR	BSR
Compliance	Primarily organizations that monitor the supply chain for labor compliance	Intertek, CSCC
Consulting	Either management consulting or boutique. Management consulting firms may house CSR within Sustainability, Ethics, Cause Branding, Community Involvement or Compliance.	Cone, Deloitte, KPMG
3. INDEPENDENT	Organizations that look at CSR from the outside	
NGO	Non profit organizations	Oxfam, CERES
Public/Multilateral	International, national and local public sector entities	World Bank, ILO, USAID
Research/ Academia	Organizations that focus on research and education	Great Place to Work Institute
SRI	Socially responsible investing	Calvert, RiskMetrics

Job Postings by Category: 2004-2009

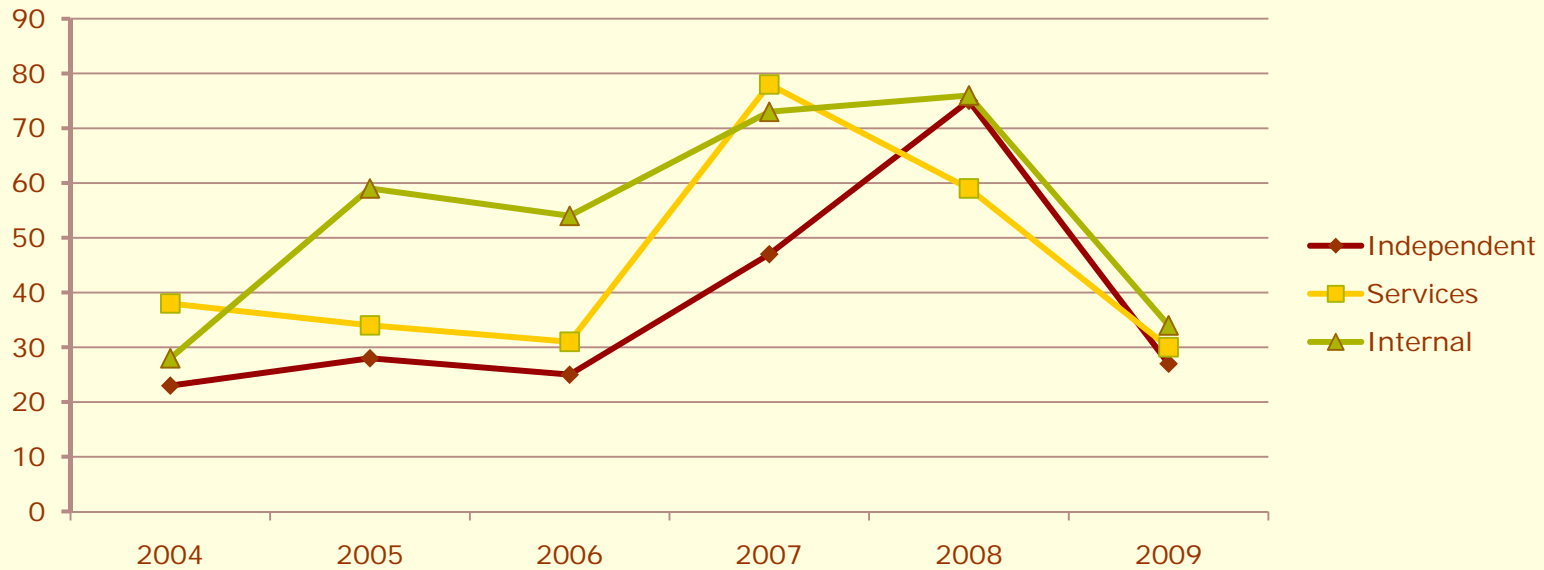
Category	Grand Total	Percent
INTERNAL	324	40%
Corporation	305	37%
Small companies	19	2%
SERVICES	270	33%
Association	123	15%
Compliance	100	12%
Consulting	47	6%
INDEPENDENT	225	27%
NGO	169	21%
Public/Multilateral	25	3%
Research	16	2%
SRI	15	2%
Grand Total	819	



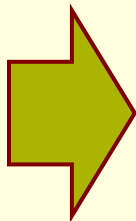
- Internal category (corporate sub-category) dominates slightly with 40% of the job postings*
- NGO sub-category in 2nd place with 21% of the postings

* Note the data may be skewed towards Internal corporations because many of the job posts come from BSR member companies

Postings by Category: 2004-2009



- As CSR job postings increase in one category, they increase in other categories
- Job postings are relatively evenly distributed across the 3 categories
- Job postings declined in all 3 categories in 2009
- 2007 was the high point for job postings in the services category
- There is an anecdotal assumption that the internal jobs are better and that:
 - Corporate employers require candidates with previous corporate experience
 - Internal jobs pay the best



Just how bad was 2009?

This chart shows the numeric and % drop between 2008 and 2009 in CSR job postings.

- By categories:
 - Independent sector was hit hardest (64%)
- By sub-category:
 - Not surprisingly, socially responsible investing (SRI) was hit hardest (100%) given the hit on the financial services sector overall
 - Small business was also hit hard (89%)

Category	2008	2009	% drop
INTERNAL	76	34	-55%
Corporation	67	33	-51%
Small	9	1	-89%
SERVICE	59	30	-49%
Association	17	5	-71%
Compliance	27	17	-37%
Consulting	15	8	-47%
INDEPENDENT	75	27	-64%
NGO	60	20	-67%
Public/ Multilateral	5	6	20%
Research	5	1	-80%
SRI	5	0	-100%

Top 3 Employers by Category

Category	# of postings 2004 - 2009
INTERNAL	
Walt Disney Company (Los Angeles)	28
Nike, Inc. (Portland)	13
Starbucks Coffee Company (Seattle)	13
SERVICE	
Business for Social Responsibility (San Francisco)	69
Cal Safety Compliance Corporation (Los Angeles)	45
Intertek (NJ)	14
INDEPENDENT	
Environmental Defense (Washington, DC)	26
Earthwatch Institute (Edgewater, MD)	10
VolunteerMatch (San Francisco)	9

US Hubs for CSR Job Postings

Of the 642* US-based jobs posted in 2004 - 2009,
 the following cities had the largest number of postings:

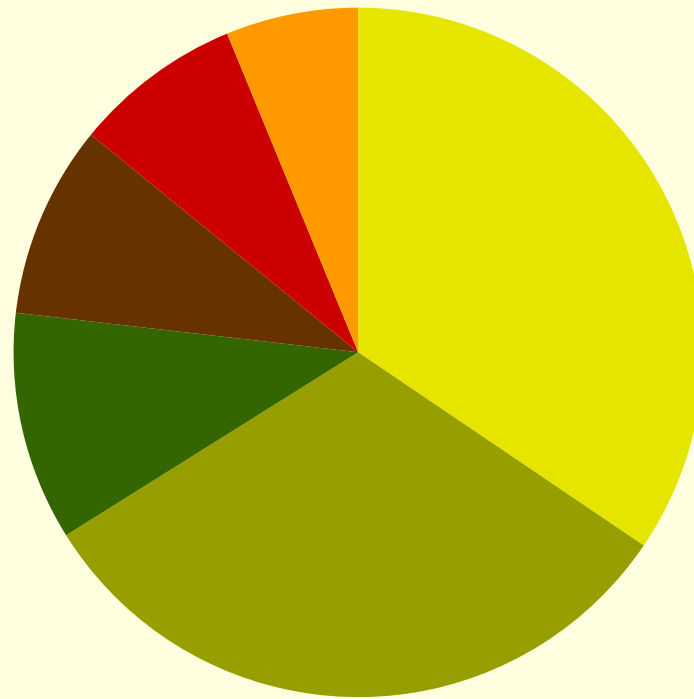
City	Number	Percent	N=642
San Francisco**	152	24%	
New York	61	10%	
Los Angeles	55	9%	
Washington, DC	40	6%	
Seattle	32	5%	
Boston	28	4%	
Other	274	42%	

* 642 of the 819 positions are US-based. 177 are International (*see next slide*).

** 63 of the San Francisco positions are internal to Business for Social Responsibility (BSR).
 Excluding BSR, 14% of the positions are based in San Francisco.

International Regional Hubs

The majority of postings for jobs outside the US were for jobs in Europe and Asia. Analysis of country-specific data (not shown here) reveals China and Hong Kong to be regional hubs.



■ Asia ■ Europe ■ Canada
■ Latin America ■ South Asia ■ Africa

<u>Region</u>	<u># of postings</u>
Asia	61
Europe	56
Canada	19
Latin America	16
South Asia	14
Africa	11

N=177

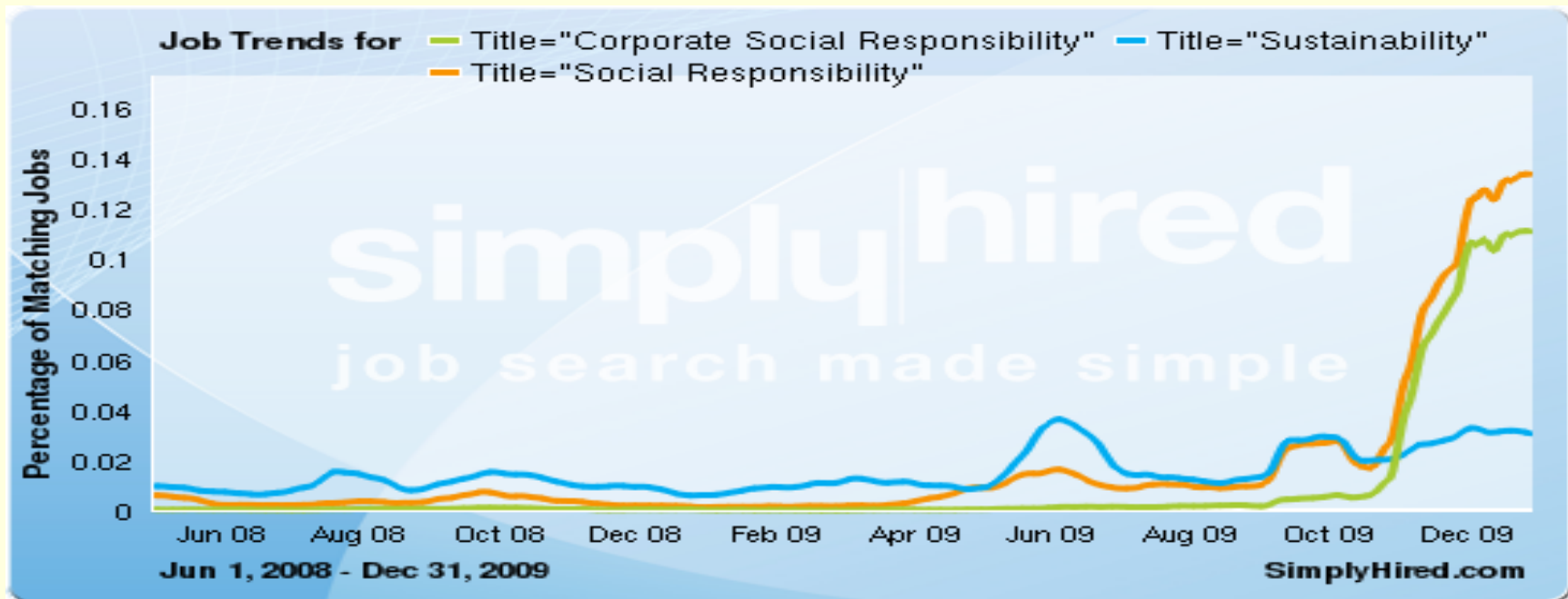
What's Missing?

What aren't we seeing?

- This report only analyzed positions posted on Business for Social Responsibility's *CSR Jobs Page*, which is not a complete representative sample of CSR job postings. Because there are so many alternative sources of CSR job postings, a more accurate analysis of trends requires different methodology. Sustainability Recruiting will implement a more robust methodology in its next biennial *CSR Jobs Report*.
- Meta-search sites such as Indeed and SimplyHired aggregate job postings from thousands of sources.
- Anecdotally:
 - About 50% of CSR positions are filled internally.
 - Another 25% are filled quietly, such as by word of mouth, through a previous internship or via a consulting contract.

Simplyhired.com's data is consistent with the *CSR Jobs Report*

- Simplyhired.com has a keyword tool that reveals the percentage of jobs over an 18-month period that match a specific query.
- The chart below displays results from a search on job postings using the terms "corporate social responsibility," "sustainability" or "social responsibility" in their titles.
- Simplyhired.com's data is consistent with Sustainability Recruiting's findings: there was an uptick in CSR job postings in Q4 '09 and consistently low numbers for the rest of 2009.



Anecdotal Findings: Movement of CSR Professionals in 2009

1. Those who changed jobs in 2009:

- Sought a more senior-level title.
- Foresaw the opportunity to accomplish greater things.
- Were gainfully employed when making the transition.
- Remained in the same category.

Note: Many service professionals want to switch to the corporate sector. This is only achieved when the corporation has been a service client. That is, when the company has a pre-existing relationship with the individual and is therefore willing to hire them without previous corporate experience.

2. Those who lost their jobs:

- Lost their jobs due to lay-offs, downsizing or reorganization; this impacted both senior and mid-management CSR professionals.
- Are experiencing challenges in landing new full-time positions.
- Are landing contracts as independent consultants.

Recommendations for Employers

Hire your sustainability professional today

- It is an employer's market right now. Take advantage of the tremendous talent available.
- Should you need someone to head up sustainability, consider using a Vice President title to attract top talent.
- Posting your job in the Spring time will allow you to take advantage of the increased pool of qualified job candidates, as this is when most recent graduates enter the job market.
- The title "Sustainability" has become more popular than "CSR" or "Corporate Citizenship."

Internal vs. external candidates

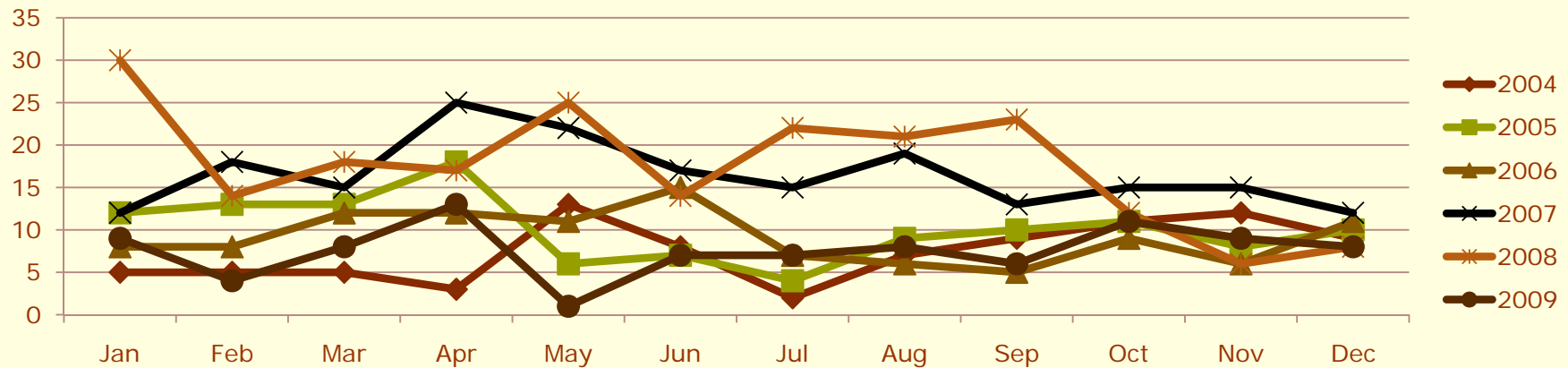
- The strengths of one are risks for the other. Weigh them both.
- Internal candidates
 - Understand the inner workings of the business and culture.
 - Should have previously demonstrated success building new initiatives.
- External candidates
 - Previous CSR experience brings confidence for success.
 - Includes working with stakeholders, developing metrics and systems, GRI reporting.

Recommend reading

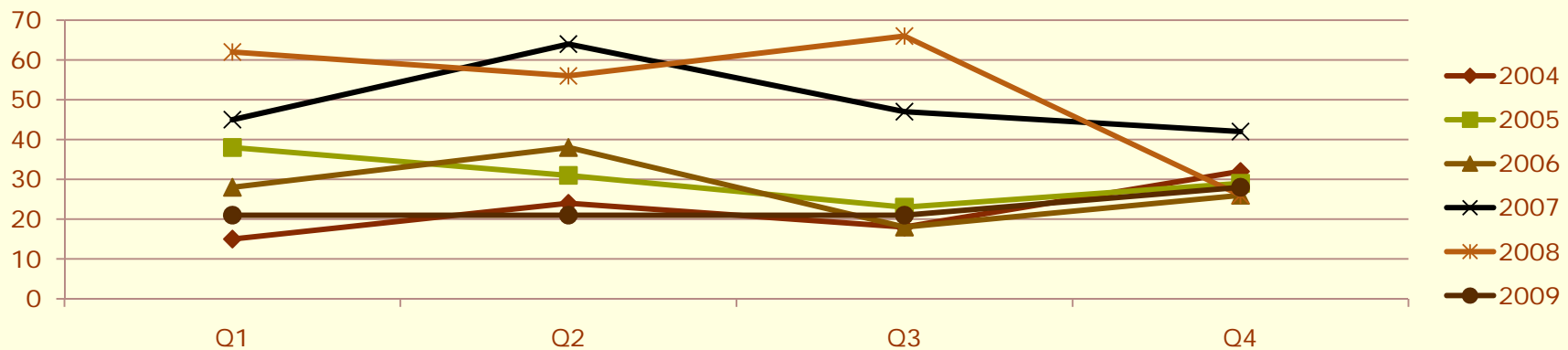
- Boston College Center on Corporate Citizenship's [Leadership Competencies for Corporate Citizenship](#)

When should I look for a job?

Don't overanalyze this messy graph. It shows the number of postings per month. Each line represents a year. As you can see, there is no "best month" to work on your job search. It does appear that the end of the year seems slower.



BUT, when we look at jobs postings by quarter, we do see a trend up during Q4 and Q2 and trends down in Q1 and Q3.



Recommendations for Jobseekers

If you can't get that internal CSR corporate job you are seeking:

- Take a tangentially-related job in another corporate function
- Look for jobs that include some aspect of CSR, even if they don't have "CSR" in the title
- Develop in-house experience as a change agent building support across teams
- Try looking in the service or independent category

Resources:

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- [Resume Upload](#) - Submit your resume to our database

- [CSR Jobs Sites](#) - Access links to over 50 job sites where you will find postings for current openings

- [FAQs](#) - Find general advice for CSR jobseekers

- [Research And Info](#) - View previous *CSR Jobs Reports*

About Sustainability Recruiting

Sustainability Recruiting is an executive-retained search firm focusing on sustainability, corporate social responsibility (CSR) and corporate citizenship searches. Sustainability Recruiting prides itself on its insights and knowledge of the sustainability professional, particularly related to their challenges in creating sustainability programs, related organizational structures and in developing senior level support, processes and systems. Our clients range from large, multinational corporations—including Sears Holdings and Vi-Jon, Inc. —to start-ups and mid-sized enterprises—such as, Sungevity, Sea Change Foundation, New Leaf Paper and Calvert Investments. To discuss your future hiring needs, contact Ellen Weinreb, CEO, directly at [ellen \(at\) ellenweinreb \(dot\) com](mailto:ellen@ellenweinreb.com).

About Ellen Weinreb



Ellen Weinreb is a corporate social responsibility (CSR)/ sustainability professional with more than 13 years experience consulting and recruiting. Her clients include Levi Strauss, Clorox, Hewlett Packard, Nike and the World Bank. As a consultant, Ellen drew on her undergraduate training in economics and her master's program at Yale's School of Management to support her clients in creating and implementing their corporate social responsibility functions. Through this experience, Ellen gained a deep understanding of the skills and expertise that are needed to develop successful sustainability strategies and related organizational structures.