

2023



# 2023 Weinreb Group Chief Sustainability Officer Report



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# Introduction

As someone who has spent the past 15 years placing chief sustainability officers (CSOs) at global companies, I'm often awed by their ability to handle whatever is thrown their way.

Today's headlines—mass layoffs, atmospheric rivers, forced child labor—may give cause for alarm. Yet I feel optimistic. These issues fall under the realm of sustainability, and business is tackling these challenges head-on. I have faith in the people who are leading the charge at most companies: the CSOs.

Over the past dozen years, Weinreb Group has surveyed this influential group of leaders at U.S. public companies<sup>1</sup> to understand who they are, what they do, which issues they prioritize, and the factors inside and outside business that drive their work. This year, we sent our survey to 183 people with the CSO title and received a 39% response rate.

When we published our first CSO report in 2011, the sustainability field was just emerging. At that time, only 29 people held the CSO title, and those pioneers were navigating uncharted territory. Twelve years ago, there was far less pressure from regulators, investors, and citizens for companies to address the broad array of social and environmental issues that stakeholders demand business tackle today.

Fast forward to 2023 and it's not unusual for companies to have a CSO (or someone with a different title but similar sustainability leadership responsibilities). Since 2011, when we began our CSO tally, the field has grown more than six-fold; today 183 U.S. public companies have a CSO.

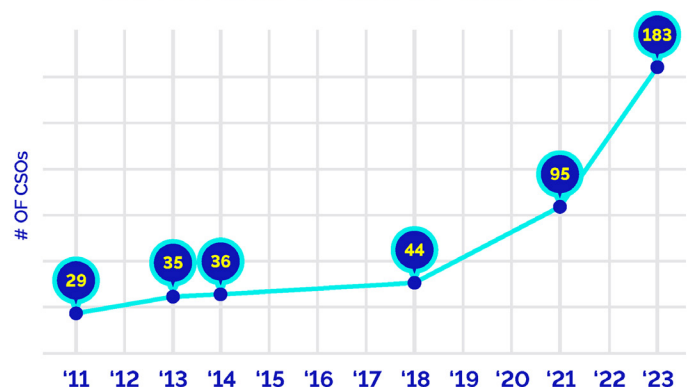
This year's report, which includes the updated Weinreb Group Chief Sustainability Officer List, unpacks how the CSO position has established itself within the corporate structure. The biggest headline in 2023 is that CSOs are gaining substantial power and influence, which means the country's most prominent companies are better positioned to rise to the challenge of growing social and environmental issues.

In this report, we dive deep to understand who the CSOs are, how much sway they hold with CEOs and boards, what's driving their work, and what attributes they believe are required to do their job effectively.

To coincide with our 2023 report, we launched the [Weinreb Group CSO Hub](#), a new online destination for current and future CSOs to access essential resources, thought leadership, and video interviews with CSOs from across the country. We'll be updating the CSO Hub frequently—stay tuned!

With gratitude,  
Ellen

## NUMBER OF CSOs ON THE WEINREB GROUP CSO LIST



The number of CSOs on the Weinreb Group Chief Sustainability Officer List has grown six-fold since 2011.



*Ellen Weinreb is the founder of Weinreb Group. She has 25+ years of experience working in ESG, CSR, and sustainability, with deep expertise helping leading global companies find the best professionals to fill environmental, social, and governance roles in nearly every business function.*

<sup>1</sup> Not all companies use the title "CSO" for the person leading the sustainability function. We limited our research to U.S. based people working at U.S. publicly traded companies with the title "chief sustainability officer."

# Key Findings

Our 2023 report reveals the growing power of the CSO role across U.S. publicly held companies. Today, CSOs are influencing strategic decisions in their companies and holding sway with CEOs and corporate boards. These leaders shared that as investor pressure grows alongside new sustainability regulations, companies are further aligning sustainability and corporate strategy. They also reflected on the competencies they believe make CSOs effective in their jobs. In addition to examining the external factors influencing CSOs, we looked at the changing demographics of people in this position, including the steady rise of women.

Here are our four key findings from 2023:

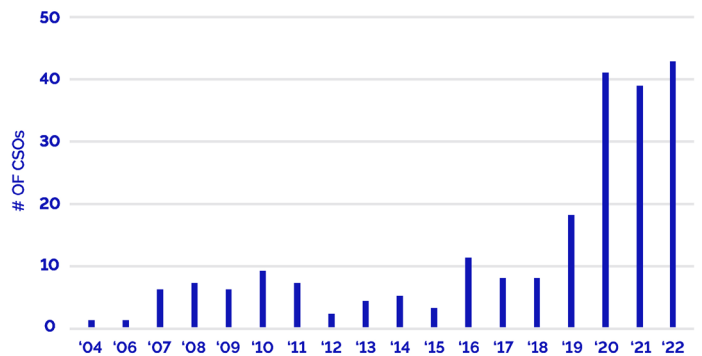
## 1 Sustainability continues to grow in scale and influence.

It may not be news that sustainability is growing, but the rapid pace of growth in the past three years is notable. Since the CSO title was first used in 2004, Weinreb Group has tracked the year companies appointed their first CSO, and it's evident from the hockey-stick trajectory between 2018 and 2020 that sustainability is a must-have for business success. In 2018, the number of companies appointing their first CSOs was eight, in 2019 it was 18, and, in 2020, that number jumped to 41.

In addition to the growing number of CSOs, their team size is also expanding. The number of CSOs' direct reports has doubled in the past 12 years, from four in 2011 to eight in 2023.

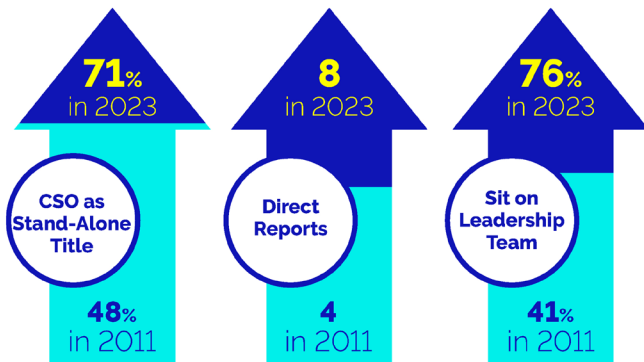
Survey respondents also told us that many people outside the core team do substantial sustainability work: An average of 26 employees spend at least 50% of their job on sustainability. Another key finding that indicates expanding focus is that in 2011, 48% of CSOs' titles were only CSO, while 52% had dual titles that combined CSO with another function, such as marketing, EHS, or corporate affairs. In 2023, the CSO title was stand-alone for 71% of the leaders, which indicates the need for a dedicated resource whose attention is not divided across functions.

**NUMBER OF COMPANIES APPOINTING THEIR FIRST CSO**



The first CSO was appointed in 2004. The past three years have marked a dramatic and steady increase in the number of companies appointing their first CSO.

### EXPANDING LEADERSHIP FROM 2011 TO 2023

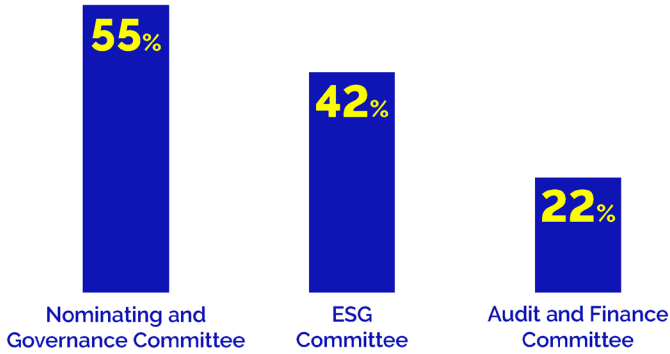


The CSO role has grown in importance since Weinreb Group started this research in 2011, as indicated by more CSOs having a singular CSO title, bigger teams, and seats on the leadership team.

Our 2023 survey also revealed that CSOs are growing in influence, especially inside companies that have integrated sustainability with corporate strategy. We found that 76% of CSOs sit on the corporate leadership team today, compared with 41% in 2011. CSOs also have significant board influence: 99% of CSOs we surveyed said they engage with the board. Only one respondent said they have little to no board engagement.

We asked the CSOs to identify which board committee they inform. The majority (55%) work with the nominating and governance committee, 42% support a stand-alone environment, social, governance (ESG) committee, and 22% work with the audit and finance committee. Several CSOs also report regularly to the full board. These findings demonstrate that sustainability has taken a seat on the board, which was unheard of 12 years ago.

### PERCENTAGE OF CSOs INFORMING SPECIFIC BOARD COMMITTEES



### CSOs WHO REPORT DIRECTLY TO THE CEO ARE TWICE LIKELY TO SERVE AS CORPORATE OFFICERS



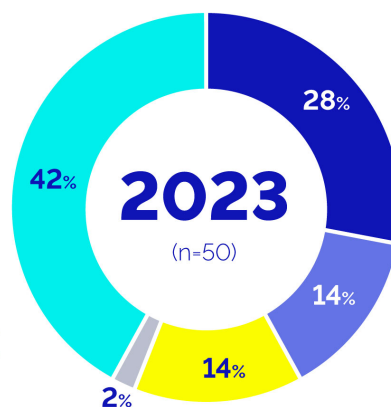
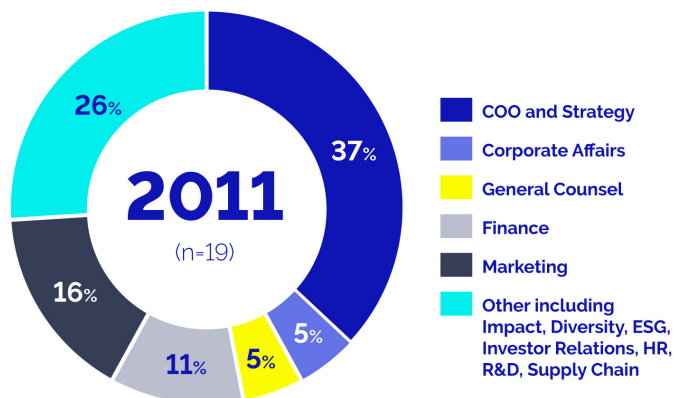
99% of CSOs we surveyed said they engage with the board. The majority inform the nominating and governance committee, and 42% inform a stand-alone ESG committee.

CSOs who report to the CEO and serve as corporate officers signal externally that they are integrated into corporate strategy and critical to the C-suite.

In our 2011 and 2023 surveys, we asked CSOs about their reporting structure. In both years, approximately one third of the CSOs reported directly to the CEO, and two thirds were two steps away from the CEO. Of those who were two steps away in 2011, 11% reported up through marketing, and 37% reported through the COO or corporate strategy team. In 2023, those who do not report directly to the CEO have more variation in where their bosses sit—ESG, diversity, investor relations, and impact—though 28% still report into the COO, and none report through marketing.

The importance of the CSO to business success also came through in a new question we asked in 2023: whether CSOs hold a position as corporate officer. Nearly half of survey respondents (43%) reported they are corporate officers, and we found a correlation between those who are corporate officers and to whom they report: CSOs are twice as likely to be corporate officers if they report directly to the CEO. These data suggest that CSOs have increased access to corporate information and an explicit obligation to manage financial risk relevant to the growth of the business.

### REPORTING LINES NOT INCLUDING REPORTING TO CEO



Of the CSOs who don't report to the CEO, the most likely reporting line is up through the COO (37% in 2011 and 28% in 2023). In 2011, 16% of CSOs reported through marketing; in 2023, no CSOs report through marketing.

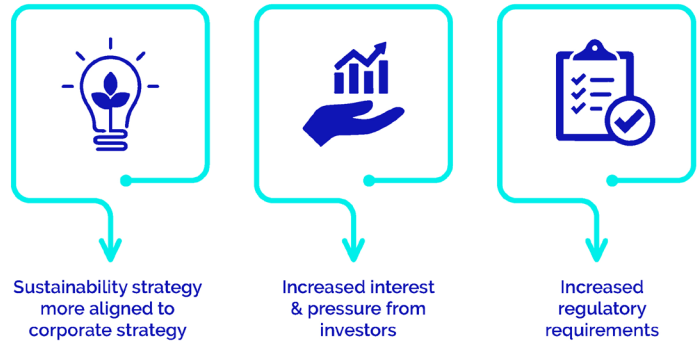
## 2 Three factors are elevating sustainability: investors, regulation, and strategy.

The growing influence of sustainability coincides with trends CSOs say are driving changes in their work. When we asked CSOs to name the top three factors shifting their work, 67% of respondents stated investor pressure, 68% said the integration of corporate and sustainability strategy, and 50% cited an increase in regulatory requirements.

This makes sense: Investors are keeping a close eye on new regulations—including the forthcoming (and controversial) U.S. Securities and Exchange Commission’s proposed rule on climate risk disclosure—and investors have started asking more sophisticated questions of companies about sustainability issues like the long-term financial risk due to the climate crisis and associated mitigation strategies.

As regulations grow and investor interest in sustainability deepens, more companies are moving their sustainability strategy closer to their corporate strategy. These companies understand that sustainability must be integrated to drive growth. One of the ways companies are getting ahead of regulations and responding to investor pressure is by investing in the “G” in ESG: building robust governance structures with accountability extending to the board level.

### BIGGEST CHANGES CONFRONTING THE CSO



CSOs named the top three factors that are changing the nature of their job: 68% of CSOs named the alignment of sustainability strategy and corporate strategy, 67% named increased interest and pressure from investors, and 50% named increased regulatory requirements.

## 3 The most effective CSOs are corporate chameleons with influence, vision, and strategy.

CSOs come from a variety of different educational and professional backgrounds, bringing with them a diverse set of skills and experiences. We found that 26% of CSOs have an M.B.A., 17% have a J.D., and 10% have a Ph.D.

In addition to educational credentials and professional experience, CSOs have various competencies that govern how they lead, collaborate, and influence within their company and among external stakeholders. Over the years, we have continued to define the essential attributes necessary for a CSO to succeed, including the ability to influence through collaboration, succeed despite ambiguity, translate complex issues, embrace risk and innovation, and demonstrate humility.

### ATTRIBUTES REQUIRED TO BE AN EFFECTIVE CSO



CSOs identified the top attributes needed to be effective in their job: 68% said they needed to be able to influence without authority, 86% said they need to have strategy and vision, and 67% said they need to be a corporate chameleon (able to translate sustainability topics into language that resonates with their recipients).

In this year's survey, we asked CSOs what *they* think. Given a list of 12 competencies, we asked CSOs to name the most important attributes they need to be effective in their job. By far the most important competency CSOs identified is "strategy and vision": 86% of respondents listed this as a top attribute. CSOs also named "influencing without authority" (68%) and the ability to be a "corporate chameleon" (67%) as critical.

These responses align with other key findings: As sustainability strategy becomes a critical part of corporate strategy, CSOs must be able to articulate how their ESG strategy drives business goals. And even though a growing number of CSOs are on their company's leadership team, not all of them have C-suite power, which means they must know how to manage up. Finally, as sustainability extends to corporate strategy, it's important for every employee and department to understand their role, so CSOs need to translate sustainability challenges and opportunities into the language that will be best received by each individual or group.

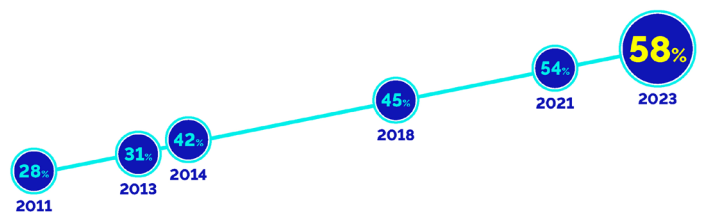
## 4 Women continue to rise (rapidly) as CSOs, while racial diversity (slowly) trends in a positive direction.

Since we began our research 12 years ago, the most dramatic change in the demographics of CSOs has been the percentage of women occupying the role. In 2011, women represented just 28% of CSOs, and they have been gaining steadily since that time. In our 2021 survey, women surpassed men as the majority, representing 54% of all CSOs. In our 2023 survey, women comprise 58% of all CSOs.

The rate of growth has been driven by a few factors, including the number of women in the sustainability pipeline. According to the GreenBiz State of the Profession 2022 report,<sup>1</sup> women held 61% of vice president positions, 54% of director positions, and 64% of manager positions.

In addition to measuring gender diversity in CSO roles, we examined racial diversity. Of the CSOs who responded to the survey, 80% self-identified as white. In Weinreb Group's recruiting business, a growing number of clients have asked us to prioritize a diverse slate of candidates. We have also seen that, in conjunction with the increasing visibility of Black Lives Matter, more companies have appointed chief diversity officers; one of the CSOs we surveyed reports to their company's chief diversity officer. Despite positive movement, the pace of change is slow, and more efforts must go into improving racial, ethnic, and other forms of diversity.

### PERCENTAGE OF WOMEN IN CSO ROLE HAS DOUBLED



The percentage of women in the CSO role doubled between 2011 and 2023.

<sup>1</sup> <https://www.greenbiz.com/report/state-profession-2022-report>

# Looking Forward

In this year's CSO research, survey respondents demonstrated that their influence has increased among the leadership team and the board. This is a significant shift. When we published our first report in 2011, it was unheard of for a corporate board to have a stand-alone ESG committee, let alone a CSO to inform that committee. This report shows that in 2023, real sustainability champions are in the board room informing multiple board committees. Some CSOs are even corporate officers. Most importantly, it shows that companies understand the real impacts sustainability has on the bottom line.

We will continue to track how these trends play out: How will sustainability's seat at the board change company strategy? How will the board influence the work of sustainability across the company? How will the convergence of company and sustainability strategies make an impact on the urgent sustainability issues of our time?

The CSO has made an indelible mark on business, and we're hopeful that these shifts position business to make its own indelible mark on social and environmental progress.



## Methodology

Our 2023 list of CSOs was compiled using information from our network, previous CSO lists, and searches on LinkedIn. All CSOs were verified via web research, including via corporate websites. CSOs on our list fulfill the following three criteria: Their company is publicly traded in the U.S., they are based in the U.S. and the executive's title officially includes the words "chief sustainability officer." We sent surveys in January to 183 CSOs and received 72 responses (39% participation). The CSO List is current as of January 31, 2023.



# 2023 Weinreb Group Chief Sustainability Officer List

Below is our list of publicly traded U.S. companies with heads of sustainability based in the U.S. with “chief sustainability officer” included in their title as of January 31, 2023.

| COMPANY                          | CSO                    | YEAR APPOINTED |
|----------------------------------|------------------------|----------------|
| 3M Co                            | Gayle Schueller        | 2018           |
| Alamo Group, Inc.                | Dan Malone             | 2021           |
| Albertsons Companies Inc         | Suzanne Long           | 2021           |
| Amalgamated Bank                 | Ivan Frishberg         | 2021           |
| Ameren Corp                      | Gwen Mizell            | 2022           |
| American Electric Power          | Sandy Nessing          | 2022           |
| American International Group Inc | Jennifer Waldner Grant | 2019           |
| American Tower Corp              | Mneesha Nahata         | 2020           |
| Amyris Inc                       | Beth Bannerman         | 2020           |
| Anheuser-Busch Inbev SA          | Ezgi Barcenias         | 2021           |
| Apollo Global Management         | Dave Stangis           | 2021           |
| Archer-Daniels-Midland Co        | Alison L Taylor        | 2017           |
| Ardagh Group                     | Jennifer Cumbee        | 2021           |
| AT&T Inc.                        | Charlene Lake          | 2009           |
| Baker Hughes Co                  | Allyson Anderson Book  | 2022           |
| Ball Corp                        | Ramon Arratia          | 2022           |
| Becton Dickinson and Co          | Maureen Mazurek        | 2021           |
| Berkshire Hathaway               | Amanda Smith           | 2012           |
| Biohaven Ltd                     | Maryellen McQuade      | 2021           |
| BlackRock Inc                    | Nate Hurst             | 2022           |
| Blackstone Inc                   | James Mandel           | 2021           |
| BlueLinx Holdings Inc.           | Shyam Reddy            | 2022           |
| Boeing Co                        | Chris Raymond          | 2020           |
| Brunswick Corporation            | Jennifer Koenig        | 2022           |
| Bunge Ltd                        | Robert Coviello        | 2019           |
| Campbell Soup Company            | Adam Ciongoli          | 2020           |
| Capri Holdings Ltd               | Krista Ann McDonough   | 2016           |
| Carrier Global Corp              | Jennifer Anderson      | 2021           |
| Caterpillar Inc.                 | Julie Lagacy           | 2021           |
| Chemours Co                      | Sheryl Telford         | 2021           |
| Chesapeake Energy Ord Shs        | Usha-Maria Turner      | 2022           |
| CHS Inc.                         | Megan Rock             | 2022           |

| COMPANY                        | CSO                | YEAR APPOINTED |
|--------------------------------|--------------------|----------------|
| Cisco Systems Inc              | Mary de Wysocki    | 2022           |
| Citigroup Inc                  | Valerie Smith      | 2019           |
| Civitas Resources Inc          | Brian Cain         | 2021           |
| Clorox Co                      | Michael Ott        | 2022           |
| CNH Industrial NV              | Kelly Manley       | 2021           |
| Coca-Cola Co                   | Bea Perez          | 2011           |
| Cognizant                      | Sophia Mendelsohn  | 2020           |
| Coherent Corp                  | Tim Challingsworth | 2022           |
| Colgate-Palmolive              | Ann Tracy          | 2020           |
| Compass Minerals I             | Rick Axthelm       | 2021           |
| Coty Inc                       | Shimei Fan, Ph. D  | 2022           |
| Covanta                        | Tequila Smith      | 2022           |
| CRH PLC                        | Eunice Heath       | 2023           |
| CVS Health Corp                | Sheryl Burke       | 2022           |
| Dana Inc                       | Douglas Liedberg   | 2017           |
| Danimer Scientific Inc         | Scott Tuten        | 2020           |
| Delta Air Lines                | Pam Fletcher       | 2022           |
| DICK'S Sporting Goods Inc      | Peter Land         | 2020           |
| Dollar Tree Inc                | Jennifer Silberman | 2022           |
| Dow Inc                        | Andre Argenton     | 2022           |
| Duke Energy Corp               | Katherine Neebe    | 2020           |
| DuPont de Nemours Inc          | Alexa Dembek       | 2017           |
| Eastman Chemical Co            | Stephen Crawford   | 2019           |
| Eaton Corporation PLC          | Harold V. Jones    | 2021           |
| eBay Inc                       | Renee Morin        | 2020           |
| Ecolab Inc                     | Emilio Tenuta      | 2019           |
| Elevance Health Inc            | Hakon Mattson      | 2022           |
| Emerson Electric Co            | Michael Train      | 2021           |
| Enbridge Inc                   | Pete Sheffield     | 2020           |
| Enviva                         | Brandi Colander    | 2023           |
| Equitrans Midstream Corp       | Todd Normane       | 2020           |
| Essential Utilities Inc        | Chris Crockett     | 2020           |
| Estee Lauder Companies Inc     | Nancy Mahon        | 2023           |
| Evoqua Water Technologies Corp | Snehal Desai       | 2020           |
| Exelon Corp                    | Sunny Elebua       | 2021           |
| Expro Group Holdings NV        | Karen David-Green  | 2021           |
| Extreme Networks Inc           | Katy Motiey        | 2020           |
| FedEx Corp                     | Mitch Jackson      | 2017           |
| Fifth Third Bancorp            | Mike Faillo        | 2022           |
| FMC Corp                       | Karen Totland      | 2020           |

| COMPANY                            | CSO                            | YEAR APPOINTED |
|------------------------------------|--------------------------------|----------------|
| Ford Motor Co                      | Bob Holycross                  | 2019           |
| Fresh Del Monte Produce Inc        | Hans Sauter                    | 2020           |
| FuelCell Energy Inc                | Betsy Schaefer                 | 2022           |
| General Electric Company           | Roger Martella                 | 2021           |
| General Mills, Inc.                | Mary Jane Melendez             | 2019           |
| General Motors Company             | Kristen M. Siemen              | 2021           |
| Goodyear Tire & Rubber Co          | Ellis Jones                    | 2021           |
| Google                             | Kate Brandt                    | 2018           |
| Graphic Packaging                  | Michelle M. Fitzpatrick, Ph.D. | 2021           |
| Greif, Inc.                        | Matt Eichmann                  | 2022           |
| Hanesbrands Inc.                   | Chris Fox                      | 2020           |
| Hartford Financial Services Group  | Terence Shields                | 2022           |
| Henry Schein, Inc.                 | Jennifer Kim Field             | 2022           |
| Hewlett Packard Enterprise Co      | Monica Batchelder              | 2022           |
| Hillenbrand, Inc.                  | Tory Flynn                     | 2021           |
| Home Depot Inc                     | Ron Jarvis                     | 2020           |
| Honeywell International Inc        | Evan van Hook                  | 2021           |
| Hostess Brands Inc                 | Darryl Riley                   | 2022           |
| HP Inc                             | James McCall                   | 2021           |
| Ingredion Inc                      | Larry Fernandes                | 2018           |
| Installed Building Products Inc    | Jason Niswonger                | 2022           |
| Insulet Corporation                | Lisa Brady                     | 2020           |
| Intel Corporation                  | Todd Brady                     | 2022           |
| International Flavors & Fragrances | Gregory Yep                    | 2016           |
| International Paper Co             | Sophie Beckham                 | 2021           |
| Interpublic Group of Companies Inc | Jemma Gould                    | 2022           |
| J B Hunt Transport Services Inc    | Craig Harper                   | 2020           |
| James Hardie Industries plc        | Jill Kolling                   | 2022           |
| Johnson & Johnson                  | Paulette Frank                 | 2021           |
| Johnson Controls International PLC | Katie McGinty                  | 2020           |
| Jones Lang LaSalle Inc             | Erin Meezan                    | 2022           |
| Jumia Technologies AG - ADR        | Juliet Anammah                 | 2022           |
| Kellogg Company                    | Janelle Meyers                 | 2021           |
| Keurig Dr Pepper Inc               | Monique Oxender                | 2014           |
| Koppers Holdings Inc.              | Leslie Hyde                    | 2020           |
| Las Vegas Sands Corp.              | Katarina Tesarova              | 2021           |
| Levi Strauss & Co                  | Jeffrey Hogue                  | 2020           |
| Lincoln National Corp              | Amber Williams                 | 2022           |
| ManpowerGroup Inc                  | Ruth Harper                    | 2021           |
| Masonite International Corp        | Clare Doyle                    | 2021           |

| COMPANY                        | CSO                          | YEAR APPOINTED |
|--------------------------------|------------------------------|----------------|
| Mastercard Inc                 | Ellen Jackowski              | 2022           |
| McCormick & Company Inc        | Michael Okoroafor            | 2021           |
| McDonald's Corp                | Jenny McColloch              | 2021           |
| MGM Resorts International      | Jyoti Chopra                 | 2019           |
| Microsoft Corp                 | Melanie Nakagawa             | 2023           |
| Mondelez International         | Christine Montenegro McGrath | 2017           |
| Morgan Stanley                 | Jessica Alsford              | 2022           |
| Nike Inc                       | Noel Kinder                  | 2018           |
| NiSource Inc.                  | Dan Creekmur                 | 2022           |
| Norfolk Southern Corp          | Josh Raglin                  | 2007           |
| Northern Trust Corp            | Jamie Jones Ezeffli          | 2022           |
| Northrop Grumman Corp          | Mike Witt                    | 2021           |
| NRG Energy Inc                 | Jeanne-Mey Sun               | 2020           |
| NXP Semiconductors NV          | Jennifer Wuamett             | 2022           |
| O-I Glass Inc                  | Randy Burns                  | 2020           |
| Oatly Group AB - ADR           | Ashley Allen                 | 2020           |
| Omnicom Group Inc.             | Karen van Bergen             | 2021           |
| Oracle Corporation             | Jon S. Chorley               | 2011           |
| Oshkosh Corp                   | Kevin Tubbs                  | 2018           |
| Owens Corning                  | David Rabuano                | 2022           |
| Pactiv Evergreen Inc           | Lynn Dyer                    | 2020           |
| PepsiCo, Inc.                  | Jim Andrew                   | 2020           |
| Pfizer Inc.                    | Caroline Roan                | 2020           |
| PG&E Corporation               | Carla Peterman               | 2021           |
| Pinterest Inc                  | Dr. LeMia Jenkins Thompson   | 2022           |
| PNM Resources Inc              | Maureen Gannon               | 2022           |
| PPL Corp                       | Christine Martin             | 2022           |
| Prologis Inc                   | Susan Uthayakumar            | 2022           |
| PTC Inc                        | Catherine Kniker             | 2022           |
| PVH Corp                       | Rick Relinger                | 2022           |
| Qualcomm Inc                   | Angela Baker                 | 2013           |
| Raytheon Technologies Corp     | LeAnn Ridgeway               | 2021           |
| Rivian Automotive Inc          | Anisa Kamadoli Costa         | 2022           |
| SAP SE                         | Pedro Pereira                | 2022           |
| Schlumberger NV                | Dr. Katharina Beumelburg     | 2021           |
| Schnitzer Steel Industries Inc | Judodine Nichols             | 2022           |
| Seabridge Gold Inc             | Melanie Miller               | 2022           |
| Sempra Energy                  | Lisa Larroque Alexander      | 2020           |
| Starbucks Corporation          | Michael Kobori               | 2020           |
| Stepan Company                 | Jason Keiper                 | 2019           |

| COMPANY                         | CSO                  | YEAR APPOINTED |
|---------------------------------|----------------------|----------------|
| Steven Madden, Ltd.             | Gregg Meyer          | 2022           |
| Sylvamo Corp                    | James McDonald       | 2021           |
| Talos Energy Inc                | Robin Fielder        | 2021           |
| Tennessee Valley Authority      | Rebecca Tolene       | 2019           |
| Terex Corporation               | Stacey Babson Kaplan | 2022           |
| Tetra Tech, Inc.                | Leslie Shoemaker     | 2019           |
| TETRA Technologies, Inc.        | Paul Camuti          | 2020           |
| TMC the metals company Inc      | Erica Ocampo         | 2021           |
| TransUnion                      | Hilary Chidi         | 2019           |
| Travelers Companies Inc         | Yafit Cohn           | 2019           |
| Tronox Holdings PLC             | Melissa Zona         | 2019           |
| Tupperware Brands Corporation   | Josh Decktor         | 2021           |
| Tyson Foods, Inc.               | John R. Tyson        | 2019           |
| Under Armour Inc Class C        | Michael Levine       | 2016           |
| United Airlines Holdings Inc    | Lauren Riley         | 2022           |
| United Parcel Service, Inc.     | Laura Lane           | 2020           |
| United States Steel Corporation | Richard Fruehauf     | 2018           |
| UnitedHealth Group Inc          | Patricia Lewis       | 2022           |
| Verizon Communications Inc.     | James Gowen          | 2009           |
| Visa Inc                        | Douglas Sabo         | 2020           |
| Vistra Corp                     | Stacey Doré          | 2022           |
| Vital Energy Inc                | David Ferris         | 2020           |
| Vornado Realty Trust            | Lauren Moss          | 2022           |
| Walmart Inc                     | Kathleen McLaughlin  | 2013           |
| Wells Fargo & Co                | Robyn Lunning        | 2022           |
| WM                              | Tara Hemmer          | 2021           |
| Wynn Resorts, Limited           | Erik Hansen          | 2018           |
| Xcel Energy Inc                 | Frank Prager         | 2022           |
| Yellow Corp                     | Mike Kelley          | 2008           |
| Yum! Brands, Inc.               | Jon Hixson           | 2017           |
| Zai Lab Ltd - ADR               | Jim Massey           | 2021           |

## Weinreb Group

A global, boutique, woman-owned placement agency, Weinreb Group collaborates with clients to find, vet and place well-qualified ESG and sustainability candidates. More than a search firm, we seek to understand the unique needs, culture and value proposition of each client in order to help define their hiring strategy. Through our proprietary process, hands-on guidance and carefully cultivated relationships, Weinreb Group builds long-term relationships with clients, supporting them through searches for a CSO, ESG Leader, or an entire team.

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