

2025 Weinreb Group
Chief Sustainability Officer Report

Staying the Course in an Era of Increased Regulation and Political Volatility



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Introduction

This year marks the Weinreb Group's seventh Chief Sustainability Officer (CSO) Report. In our [2011 inaugural report](#), we found that CSOs were corporate chameleons, constantly adapting to change. Today, those chameleons have multiplied. There are now over seven times more CSOs than when we launched this report 14 years ago—and they're still playing a vital role.

In 2025, CSOs remain undeterred by the ever-changing sustainability landscape: they're staying agile in an era of regulation, political volatility, and the technological seachange brought on by AI.

This report explores how sustainability leadership has changed since we published our most recent [CSO Report](#) in 2023. **This year's headline is that while the landscape has changed, CSOs are staying the course. In the past few years, sustainability has seen legal frameworks mature and sustainability become a political flashpoint. But that's not stopping these leaders**, who continue to push for change, get their executive leadership onboard, and make the business case to integrate sustainability into corporate infrastructure. In other words, sustainability isn't going anywhere.

We sent our 2025 Chief Sustainability Officer Survey to 220 people with the CSO title at US public companies and received a 31% response rate.

Here are just a few of the highlights from the report:

① **Regulation is king:** 87% of surveyed CSOs say they are spending more time on regulation and compliance, and 60% of CSOs said regulatory is their biggest challenge. At the same time, the number of CSOs reporting into Legal has more than doubled since 2023.

② **Sustainability is more politically charged, but CSOs are staying the course:** Recently, sustainability topics from climate change to diversity, equity and

inclusion have come under attack, with a flurry of anti-ESG legislation, social media campaigns, and investor activism. Thirty-one percent of CSOs identified this kind of politicization as one of the biggest changes in their role in the past two years. Nonetheless, 90% of CSOs said they remain committed to their work.

③ **The number of CSOs of color is dropping, while the number of women continues to rise:** Alongside the DEI backlash, there's a drop in the percentage of CSOs who are people of color. The percentage of non-white CSOs appeared to reach its peak in 2023: Between 2011 and 2023, the proportion of CSOs of color more than doubled. In the past two years, the number of non-white CSOs has dropped by 5%. Meanwhile, the percentage of women CSOs has risen steadily over time, reaching 65% of all CSOs in 2025.

④ **Sustainability must deliver business value:** When it comes to how the CSO role is evolving over time, the report underscored the importance of aligning sustainability strategy to core business strategies.

CSOs reported that the three biggest shifts in the role since 2023 are increased regulatory requirements, the need to align sustainability strategy with corporate strategy, and the focus on Scope 3 (supply chain) greenhouse gas emissions.

In addition to these findings, our 2025 report unpacks other emerging trends, outlines the essential qualities CSOs need to succeed, and features the latest Weinreb Group Chief Sustainability Officer List. Read on for all the insights—and [get in touch](#) to share your insights on this evolving field.

With gratitude,

Ellen Weinreb

Ellen Weinreb is the founder of boutique corporate sustainability executive search firm **Weinreb Group**, placing CSOs and building out their teams.



WEINREB GROUP CSO LIST BY YEAR



The total number of leaders with the title "Chief Sustainability Officer" at publicly held U.S. companies continues to rise, having grown sevenfold since 2011. In 2025, there are 215 CSOs.

1. Not all companies use the title "Chief Sustainability Officer" for the person leading the sustainability function. However, in the interest of our research, we have limited our research to US-based people working at US publicly traded companies with the title "Chief Sustainability Officer."

Key Findings

1 Regulation is King

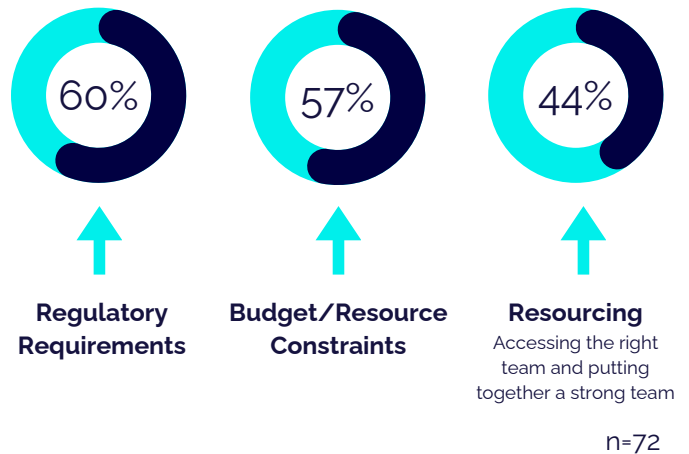
One thing is clear in 2025: **Regulation is the dominant force directing corporate sustainability strategy.** We're seeing CSOs shift from broad, programmatic leadership to one more aligned with finance and legal functions to adapt to increased compliance demands.

While voluntary sustainability reporting has become standard practice since we published our first report in 2011 (with more than 98%* of all S&P 500 companies producing a report annually) today's reporting has taken on a distinctively legal tone.

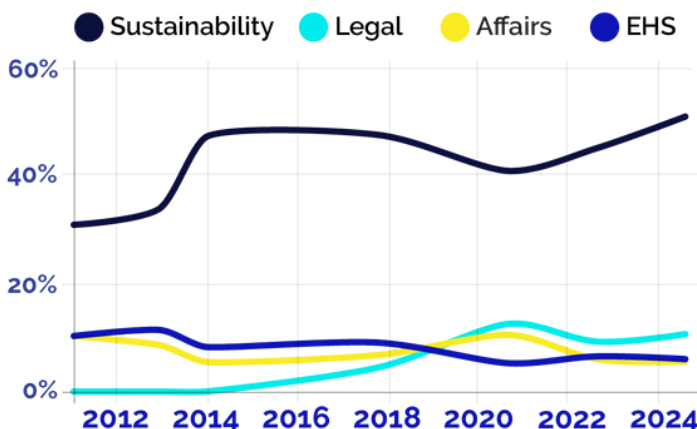
A pivotal change came in January 2023 with the enactment of the Corporate Sustainability Reporting Directive (CSRD), Europe's first comprehensive mandatory sustainability reporting requirement. In the US, some states are adopting climate-focused requirements, with California leading the way. These regulations are putting pressure on CSOs to align their reporting and strategies with legal standards.

This shift is reflected in our **2025 survey results, with nearly 90% of CSOs saying they are spending more time on regulatory compliance today than they did two years ago,** and three-quarters listing regulatory requirements as the most prominent development affecting sustainability at their company.

REGULATORY REQUIREMENTS ARE CSOs' BIGGEST CHALLENGE.



HALF OF THE CSOs PREVIOUSLY HELD A SUSTAINABILITY POSITION WHEREAS THE OTHER HALF DID NOT COME FROM SUSTAINABILITY. ELEVEN PERCENT OF CSOs HELD A LEGAL POSITION BEFORE BECOMING A CSO.



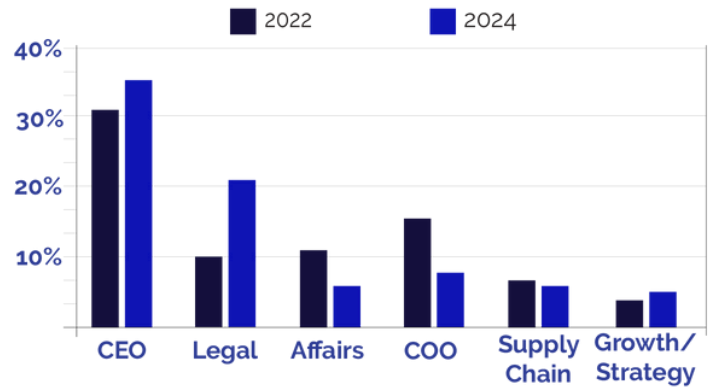
"We are increasing legal collaboration across many aspects of our programs, including regulatory compliance on climate, human rights, and biodiversity. I report into general counsel, as does our public affairs team, with whom I work closely. This gives me and the sustainability team greater access to legal resources, while ensuring that I still have regular contact with our CEO and Board of Directors."

Renee Henze
Chief Sustainability Officer, IFF



The influence of regulation is also evident in sustainability reporting structures. In 2025, 20% of CSOs said they reported into the legal department, which represents a doubling since 2023. CSOs have shared that, regardless of which department they report to, they collaborate more with legal and finance teams than in the past. Regulations mean that the scrutiny of sustainability reporting is similar to financial reporting, and teams are adjusting structures accordingly to enhance sustainability reporting rigor and controls.

SINCE 2023, THE NUMBER OF CSOs REPORTING THROUGH LEGAL HAS DOUBLED, FROM 10% TO 21%.



The heightened engagement with legal functions does not mean more CSOs have a law degree: the number of survey participants who hold a JD has remained relatively steady since we first began tracking in 2011. Today, 18% have a JD. There has, however, been an incremental rise in CSOs who held a legal role before becoming a CSO. Two things could explain this: some who already sit in a legal department are being assigned sustainability responsibilities, while others may be entering the field intentionally due to increased demand for legal expertise.

“In addition to the CSO, I’m also the chief legal and administrative officer. We see tangible benefits having the overlap of all positions. With increased regulations and compliance comes greater risk, and being able to view these risks through a legal lens is very helpful.”

Katy Motiey
Chief Legal, Administrative and Sustainability Officer
Extreme Networks

Sophia Lenora Mendelsohn has held the CSO position at three different companies: First at Jetblue, then at Cognizant, and now at SAP, where she runs global sustainability business and corporate sustainability affairs. In addition to overseeing sustainability, she is charged with leading and growing SAP’s sustainability software business, from setting strategy to product marketing and sales.

Sophia says the CSO position has evolved over time, with people in her position having new layers of responsibility and new tools. Today, she believes sustainability is heading to a place where it becomes a revenue driver. “We have been talking about business transformation for a very long time. Now we are owning our own P&L and contributing to our colleagues’ P&Ls.”

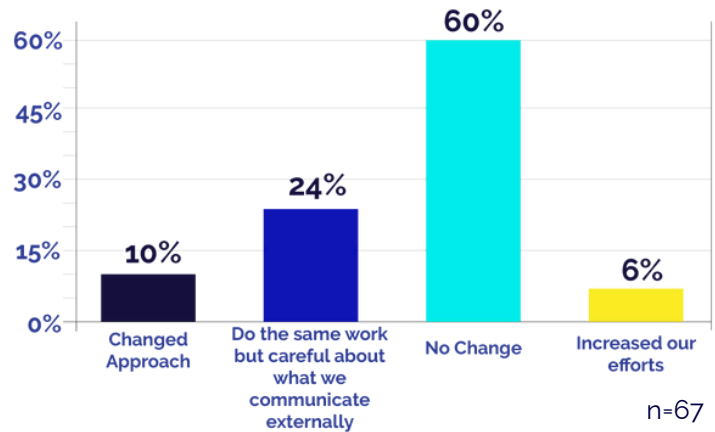
Sophia Lenora Mendelsohn
Chief Sustainability and Commercial Officer, SAP




2 Sustainability is more politically charged, but CSOs are staying the course

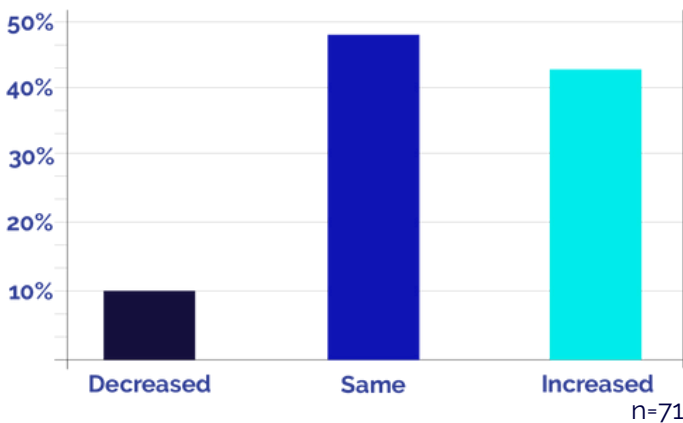
Recently, sustainability topics from climate change to diversity, equity, and inclusion have come under attack with a flurry of anti-ESG legislation, social media campaigns, and investor activism. When asked how the politicization of sustainability had changed their approach to sustainability, **90% of CSOs remain committed to their work, even as some carry it out more quietly to keep a target off their backs.** Furthermore, when we asked CSOs to identify the biggest changes in their role in the past two years, 31% identified increased politicization as a top-three change.

90% OF CSOS ARE NOT CHANGING THEIR APPROACH VIS-A-VIS THE POLITICAL LANDSCAPE, YET ONE QUARTER ARE REDUCING COMMUNICATIONS.



When it comes to communicating about their work, nearly a quarter of CSOs said they are softening their external messaging. One respondent described their company's "enhanced care and diligence on external disclosures and communications to consider how [messages] will be received and responded to across stakeholder groups." This approach aligns with the "greenhushing" trend, in which companies downplay or under-report their sustainability initiatives.

90% LEADERSHIP ALIGNMENT ON SUSTAINABILITY IS HOLDING STEADY.



Anecdotally, CSOs have shared with us that sustainability is ingrained in their company's operations, supply chains, and investments, and new regulatory requirements have further cemented their commitments. Many CSOs report that this situation has solidified sustainability as a strategic priority on executive leadership's agenda. **The majority of survey participants reported that leadership alignment on sustainability either stayed the same (49%) or increased (42%) since 2023.**

Dave Stangis held the sustainability leadership role for over a decade each at Intel and Campbell's Soup. Currently he serves as Partner and Chief Sustainability Officer at Apollo Global Management.

Dave says that the job requirements for CSOs ten years ago were more technical, requiring skills for specific activities like managing energy, waste, and water. Today, Dave says the role requires more well-rounded business leadership acumen such as persuasion, gaining trust, executive presence, reading the room, translating political and marketplace signals, coaching, mentoring, and designing institutional change within the systems of the companies. "CSO leadership is like Aikido: It takes the right mix of art and science. Ten years ago, the CSO needed a 50/50 split to establish the position. These days, the demands of the role have shifted to more like 75% art and 25% science."

Dave Stangis
Partner and CSO
Apollo Global Management

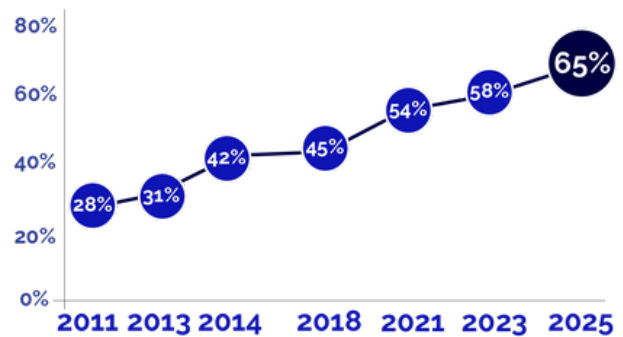
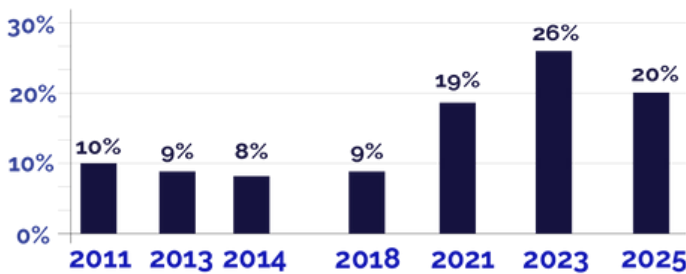


③ The number of CSOs of color is dropping, while the number of women continues to rise

A trend happening alongside the DEI backlash is a drop in the percentage of CSOs who are people of color. The percentage of non-white CSOs appeared to reach its peak in 2023, after several years of exponential growth and investments in corporate DEI in the wake of George Floyd's murder and widespread demands for racial justice. Between 2011 and 2023, the proportion of CSOs of color more than doubled; in the past two years, the number of non-white CSOs has dropped by 5%. Meanwhile, the percentage of women CSOs has risen steadily over time, reaching 65% of all CSOs in 2025.

THE PERCENTAGE OF NON-WHITE CSOS REACHED A PEAK AT 26% IN 2023 AND DECLINED BY 6 PERCENTAGE POINTS BETWEEN 2023 AND 2025.

PERCENTAGE OF WOMEN CONTINUES TO RISE STEADILY.



Charlene Lake, whom we first interviewed in 2011, is the longest-serving CSO, perhaps because she believes CSOs must be self-effacing. As she described it back then, "CSOs score poorly on the megalomaniac meter." Charlene explains: "That means occasionally you need to give credit to others who are deserving and be OK with not sharing the spotlight. Our goal shouldn't be to be the headline." That still rings true for CSOs in 2025. "The role is finally growing into an imperative for real value creation for the company."

Charlene spoke to four shifts:

Pragmatic strategy and business acumen: The CSO role requires an increasing need for pragmatism. Initiatives that are good for the planet, the environment, and society also need to be core to our business. There's no pass for just trying to do good.

Stakeholder engagement: We've had to engage with more external stakeholders—customers, investors, policymakers—to convey why these initiatives benefit the company, why they are good for the planet and society.

Social awareness: We've had to tune into, and bring deeper awareness to, the full spectrum of social norms, recognizing all perspectives. We need to be abundantly clear about why we are doing what we are doing.

Innovation and collaboration: We already have tackled the low-hanging fruit; making progress on the hard stuff requires innovation and forging more collaborative relationships.

Charlene Lake
Chief Sustainability Officer
AT&T



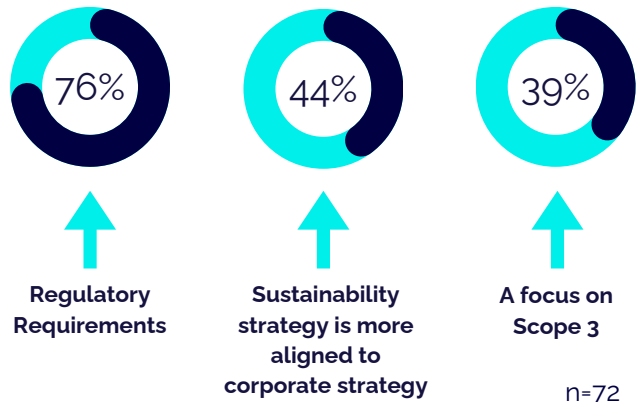
4 Sustainability must deliver business value

We regularly follow how the CSO role evolves over time. This year we asked CSOs what are the three biggest shifts they are observing in their role since 2023. Topping the chart is no surprise: regulatory requirements. Secondly we found 44% of survey respondents cited the alignment of sustainability strategy with corporate strategy. CSOs also pointed to the focus on Scope 3 (supply chain) greenhouse gas emissions as a big shift. These responses highlight the importance of aligning sustainability strategy to core business strategies.

"Social and environment initiatives that are tied to the success of your business will continue to be in demand by stakeholders. As long as a company continues to focus on that, it does not matter which administration is in place because you are delivering work and impact that is important to the success of your company. History has proven that."

Charlene Lake
Chief Sustainability Officer, AT&T

CSOs CITE REGULATIONS AND SUSTAINABILITY ALIGNMENT WITH BUSINESS STRATEGY AS BIGGEST SHIFTS IN 2025.



To embed sustainability into the core business requires specific attributes. Our survey revealed that three key attributes are most important for this work: for this work: 1) the ability to be a "corporate chameleon"; 2) the ability to operate both strategically and tactically and; 3) the ability to understand how big, interconnected systems work.

In the past, the **"corporate chameleon"** attribute was important to help CSOs attune to diverse stakeholders. Today, given regulatory obligations, this attribute helps CSOs partner with finance and legal offices, and translate sustainability performance into language and data that is assurance-ready.

"CSOs must adopt a dual approach that balances regulatory compliance with strategic innovation and growth. By integrating sustainability into the core business strategy and fostering cross-functional collaboration, CSOs can turn regulatory challenges into opportunities for long-term value creation and growth. Embracing this evolved role will enable CSOs to lead their organization toward a sustainable and resilient future."

Emilio Tenuta
Chief Sustainability Officer
Ecolab

EMBEDDING SUSTAINABILITY INTO A COMPANY'S WORK REQUIRES THREE KEY ATTRIBUTES.



60% Corporate chameleon

The ability to align a diverse set of stakeholders and respond to their varying needs, perspectives, and interests.



46% Operating at both the big-picture and granular level

Balancing a strategic vision with practical, everyday needs and tasks.



46% Systems Thinking

Problem-solving in a way that considers how different parts of the business and outside forces interrelate and impact outcomes.



Looking Forward

Our 2025 research reveals how CSOs are skillfully managing the disruptions of political polarization and growing regulatory context, and doing their best to stay the course. These corporate chameleons are committed to bringing diverse stakeholders together to align sustainability with business strategy and compliance with new legal mandates.

As we look to our next CSO report in 2027, we will dive deeper into the question of what sustainability leadership will mean in the context of increased regulation. Will leaders be more focused on ticking the boxes defined by regulations or will the urgency of the issues drive creative, strategic new ways of thinking? As political polarization in the US grows, will CSOs try to remain neutral, doing the work without promoting it, or will they push their companies to take a stand on critical issues?

This last question is especially top of mind. As we go to press, a new administration has added fuel to the political backlash against sustainability, especially when it comes to issues like climate change and DEI. Despite this uncertainty, we remain hopeful for the future of CSOs, and predict that their determination, adaptive skills, and dedication to sustainability progress will continue—as it has since we began reporting on this role in 2011.

Methodology

Our 2025 Weinreb Group CSO List was compiled using information from our network, previous CSO lists, and searches on LinkedIn. All CSOs were verified using web-based sources, including consultation of corporate websites, LinkedIn, and proprietary databases. The executives on our list must have a title that officially includes the words “Chief Sustainability Officer” and their company must fulfill two of the following criteria: the company is majority publicly traded in the US, they are headquartered in the US, and/or the CSO is based in the US. We sent surveys in January to 220 CSOs and received 69 responses (31% participation). The CSO List is current as of December 31, 2024.

Acknowledgments

Thank you to the CSOs who participated with your quotes, survey responses, and general support. A special shout out to Charlene Lake, Sophie Mendelsohn, and Dave Stangis for the interviews. I am also grateful for the conversations with Renee Lertzman and Kathrin Winkler, who supported the methodology. And, most of all, thanks to my amazing team who put a lot of energy into this report.



2025 Weinreb Group Chief Sustainability Officer List

Below is our list of publicly traded US companies with sustainability leaders based in the US with "Chief Sustainability Officer" included in their title as of December 31, 2024.

Company	CSO
3M	Gayle Schueller
AIG	Jennifer Waldner Grant
Alamo Group	Dan Malone
Albertsons Companies	Suzanne Long
Allstate Insurance	Elliot Stultz
Altria Group Inc	Jennifer Hunter
Altus Power, Inc.	Sophia Lee, CFA
Amalgamated Bank	Ivan Frishberg
Amcor	David Clark
Ameren	Gwen Mizell
American Electric Power	Sandy Nessing
American Tower Corporation	Mneesha O. Nahata
APi Group	Velma Korbelt
Apollo Global Management Inc.	Dave Stangis
Aptar	Beth Holland
Archer Daniel Midlands	Alison Taylor
Arrow Electronics Inc.	Gretchen Zech
AT&T	Charlene Lake
Atlassian Corp	Jessica Hyman
Autodesk Inc.	Joe Speicher
Baker Hughes	Allyson Anderson Book
Ball Corporation	Ramon Arratia
BD	Maureen Mazurek
Bentley Systems	Chris Bradshaw

Company	CSO
Berkshire Bank	Gary Levante
Bio-Techne Corporation	Shane Bohnen
Black Hills Energy	Katie Fleming
Blackstone	James Mandel
BNY Mellon	Meaghan Muldoon
Boeing Co	Brian Moran
Bread Financial	Dana Beckman
Brighthouse Financial	David Ward
Brunswick Corporation	Jennifer Koenig
Buckeye Partners	Meridith B. Wilson
Bunge	Robert Coviello
Cabot Corporation	Jennifer Chittick, CIH, CSP
California Water Service Group	Shannon Dean
Calix	Martha Galley
The Campbell's Company	Stewart Lindsay
Capri Holdings Limited	Krista Ann McDonough
Carrier Global Corp	Hakan Yilmaz
Caterpillar Inc.	George Moubayed
CBRE	Robert Bernard
Choice Hotels International	Megan Brumagim
CHS Inc.	Megan Rock
Cisco	Mary de Wysocki
Citi	Valerie Smith
Civitas Resources Inc	Ji Rim
Clarios	Adam Muellerweiss
Colgate-Palmolive	Ann Tracy
Compass Minerals	Rick Axthelm
Coty	Shimei Fan, Ph. D
CRH	Eunice Heath
Crocs	Deanna Bratter
CSL	Jeffrey Ball
CVS Health	Sheryl Burke



Company	CSO
Dana Incorporated	Douglas Liedberg
DaniMer Scientific	Scott Tuten
Dell Technologies	Cassandra Garber
Delta Air Lines	Amelia DeLuca
Dollar Tree	Jennifer Silberman
Dow	Andre Argenton
Duke Energy Corporation	Katherine Neebe
Dun & Bradstreet Holdings Inc	Michele Caselnova
DuPont	Alexa Dembek
Eastman Chemical Company	Stephen Crawford
Eaton	Harold V. Jones
eBay	Renee Morin
Ecolab	Emilio Tenuta
Elevance Health	Hakon Mattson
Emerson	Michael Train
Enviva	Brandi Colander
Essential Utilities	Chris Crockett
Exelon	Sunny Elebua
Extreme Networks Inc.	Katy Motiey
Faro Technologies Inc	Brooke Blake
FedEx	Karen Blanks Ellis
Fifth Third Bancorp	Pratik Raval
FMC Agricultural Sciences	Julie DiNatale
Ford Motor Company	Bob Holycross
Fortrea	Cassandra Kennedy
Freeport-Mcmoran Inc	Bill Cobb
Fresh Del Monte Produce	Hans Sauter
FuelCell Energy	Betsy Schaefer
GE	Roger Martella
General Mills	Mary Jane Melendez
Genworth	Toni Ness
Gevo Inc	Nancy Young



Company	CSO
Gilead Sciences	Joydeep Ganguly
Google	Kate Brandt
Graphic Packaging International, LLC	Michelle M. Fitzpatrick, PhD
Henry Schein	Jennifer Kim Field
Hershey Co	Leigh Horner
Hewlett Packard Enterprise	Monica Batchelder
Hillenbrand	Tory Flynn
Honeywell	Gavin Towler
Huntington Ingalls Industries Inc	Paul Harris
IBM	Christina Shim
IDEX Corporation	Abigail Roche
IFF	Renee Henze
Indeed	LaFawn Davis
Ingevity	Michael Tschantz
Ingredion Incorporated	Larry Fernandes
Installed Building Products	Jason Niswonger
Insulet Corporation	Lisa Brady
Interface Inc.	Nigel Stansfield
International Paper	Sophie Beckham
International Seaways Inc.	William Nugent
Interpublic Group (IPG)	Jemma Gould
James Hardie Building Products	Jill Kolling
JLL	Erin Meezan
Johnson & Johnson	Paulette Frank
Johnson Controls	Katie McGinty
Kellanova	Janelle Meyers
Kimberly- Clark	Lisa Morden
Koppers	Leslie Hyde
Kraft Heinz Co	Marcos Lima
Lakeside Industries	Karen Deal
Lanzatech Global Inc	Freya Burton
Las Vegas Sands Corp.	Katarina Tesarova



Company	CSO
Levi Strauss & Co	Jeffrey Hogue
Lincoln Financial Group	Amber Williams
ManpowerGroup	Ruth Harper
Mastercard	Ellen Jackowski
McCormick & Company	Michael Okoroafor
McDonald's	Beth Hart
Medtronic	Raman Venkatesh
MGM Resorts International	Jyoti Chopra
Microsoft	Melanie Nakagawa
Mohawk Industries	Malisa Maynard
Mondelez International	Christine Montenegro McGrath
Morgan Stanley	Jessica Alsford
Natural Resource Partners LP	Sarah Watson
NetApp	Nicola Acutt
Newmont Corp	Suzanne Retallack
Nike	Jaycee Pribulsky
Norfolk Southern	Josh Raglin
Northern Trust Corporation	Jamie Jones Ezeveli
Northrop Grumman Corporation	Mike Witt
Northwest Bank	Brenda J. Yurick
Northwest Natural Holding Co	Kathryn Williams
NRG Energy Inc.	Lynda Clemmons
NXP Semiconductors	Jennifer Wuamett
O-I Glass, Inc.	Randy Burns
Olin	Vergheze Thomas
Omnicom	Karen van Bergen
Oshkosh Corporation	Kevin Tubbs
Owens Corning	David Rabuano
Pactiv Evergreen Inc.	Lynn Dyer
Pentair	Karla Robertson
PepsiCo	Jim Andrew
Pfizer	Caroline Roan



Company	CSO
PG&E	Carla Peterman
Plexus Corp.	Jennifer Wuamett
PMI	Jennifer Motles
PNM	Maureen Gannon
PotlatchDeltic	Anna Torma
Primo Brands	Charles D. Fogg
Procter & Gamble Co	Virginie Helias
Prologis	Susan Uthayakumar
Purecycle Technologies Inc	Tamsin Ettefagh
PVH Corp.	Rick Relinger
Qualcomm	Angela Baker
Ranpak	David Murgio
Reworld	Tequila Smith
Rivian	Anisa Kamadoli Costa
Sabre Corporation	Kristin Hays
SAP	Sophia Lenora Mendolsohn
Seabridge Gold Inc.	Melanie Miller
Sempra Energy	Lisa Larroque Alexander
Shaw Industries	Kellie Ballew
Solventum	Aleksandra Dobkowski-Joy
Spectra Energy	Pete Sheffield
Sprouts Farmers Market	Brandon Lombardi
Starbucks	Marika McCauley Sine
Stepan Company	Jason Keiper
Steve Madden Ltd.	Gregg Meyer
Suntory Global Spirits	Kim Marotta
Sylvamo	James McDonald
Tango	Andy Anderson
Tetra Tech	Leslie Shoemaker
The Chemours Company	Amber Wellman
The Clorox Company	Niki King
The Coca-Cola Company	Beatriz Perez



Company	CSO
The Estée Lauder Companies	Nancy Mahon
The Goodyear Tire & Rubber Company	Darcy Robison
The Hartford	Terence Shields
The Metals Company	Erica Ocampo
The Travelers Companies, Inc.	Yafit Cohn
The Wendy's Co	Liliana Esposito
Tronox	Jennifer Guenther
Truist	Tori Kaplan
Under Armour	Michael Levine
United Airlines	Lauren Riley
United Rentals Inc	Joli Gross
UnitedHealth Group	Patricia Lewis
UPS	Scott Childress
Vale	Emily Olson
Verizon	James Gowen
Visa	Nate Hurst
Vistra Corp.	Stacey Doré
Vital Energy	David Ferris
Vornado Realty Trust	Lauren Moss
Walmart	Kathleen McLaughlin
Watts Water Technologies Inc	Kenneth Lepage
Westinghouse Air Brake Technologies Corp	Lilian Leroux
WK Kellogg Co	Sarah Ludmer
WM	Tara Hemmer
Workday	Erik Hansen
Workiva Inc	Mandi McReynolds
World Kinect Corp	Amy Quintana Avalos
Wynn Resorts	Erik Hansen
Xylem Inc	Claudia Toussaint
Yum Brands	Jon Hixson
Zoetis Inc	Jeannette Ferran Astorga



Weinreb Group


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