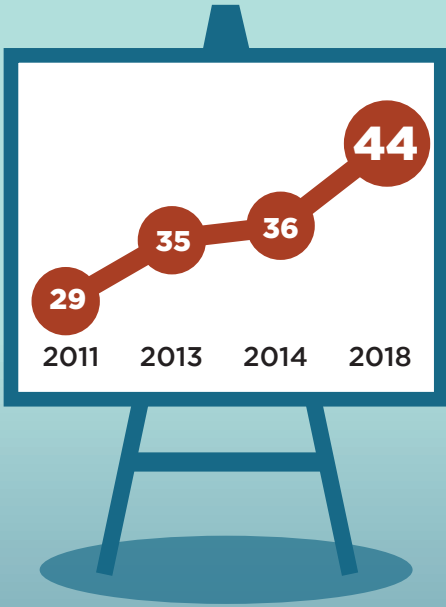


CHIEF SUSTAINABILITY OFFICER

UPDATED RESEARCH
AS OF
DECEMBER
2018



44 CSOs

44 individuals with the title "Chief Sustainability Officer" working in the US for US publicly traded companies.



45%
Female CSOs
up from 28% in 2011



77% Promoted from within

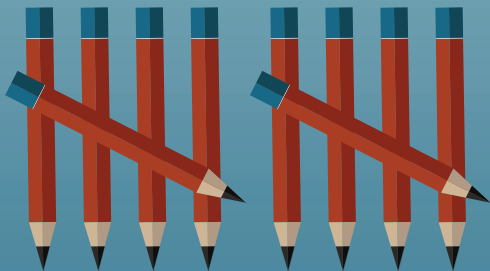
◉ AVG. NO. YEARS AS CSO ◉

4.9

up from 2 in 2011

50%

Probability that a company replaces their departed CSO



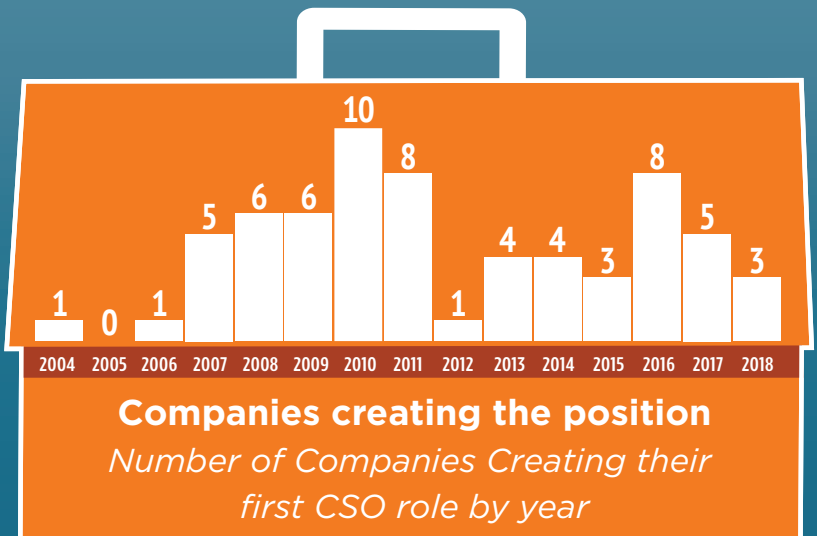
10 Companies on their 2nd CSO

up from just 1 in 2011



3 Companies on their 3rd CSO

UPS, APS, Kellogg



Companies creating the position
Number of Companies Creating their first CSO role by year