



# The Carbon Salary Survey 2010

A report by

acona



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# Foreword



by James Cameron,  
Vice Chairman,  
Climate Change Capital.

The job market is one of the best lenses for viewing the transition to a sustainable economy. With this survey being in its second year and global in nature, it gives an impression of the real time direction of travel in response to the various policy and stakeholder drivers. I'd like to pick three trends out of the survey results that tell a story which resonates with the broader changes we are seeing.

Firstly, it is interesting to note that the corporate functions that respond to the policy framework – law/policy/regulation as they are classified in the survey – moved into the top ten activities globally in 2010, and into the top three in the UK and US. For policy to be an effective tool in delivering change, the policy makers require the corporate community to have the skills to respond to it - and it would seem that this is increasingly the case.

Staying with job activities, Energy Efficiency is the top listed activity globally, including in North America and the UK. This mirrors the emergence of energy efficiency as the biggest sector in cleantech in terms of capital-raising, and with a lot of global policy becoming better balanced towards energy efficiency it would seem that the corporate community is already focused on solutions.

Thirdly, average salaries are up by 4% in 2010 over the 2009 respondents, which would have substantially outstripped global salary inflation in a year when the global economy was still depressed. With 75% of respondents classifying themselves as satisfied in their jobs, this would seem to be a good place to work.

Thanks to Acre and Acona for compiling the survey, and to Point Carbon, Carbon Finance, Carbon Positive and the Centre for Sustainability and Excellence – for opening up their networks to capture this information. It sends out a positive message to both policy makers and those working in carbon-related markets. Let's hope that 2011 builds further on this foundation.

# Introduction

Now in its second year, the Carbon Salary Survey is a global survey of professionals working in the climate change and carbon space. This is a vast area, so for the purposes of our research we have classified this as people working in a job or for an organisation focusing on one or more of the following areas:

- Renewable Energy and Clean Technology
- CDM/JI (Clean Development Mechanism / Joint Implementation)
- VER (Verified Emission Reductions)
- Carbon Finance/Brokering
- Carbon/Climate Change Law, Policy or Regulation
- Climate Change Strategy
- Energy Management and Efficiency
- Carbon Management
- Sustainability

The survey was conducted as an online questionnaire which was distributed to contacts of the six sponsoring organisations (see right) as well as through relevant social networking sites.

The questionnaire was online from 17th September until 22nd October 2010. In this time we had 944 participants.

One of our main aims for 2010 was to improve the geographical spread of participants which we achieved through the help of our global distribution partners - so this year's report provides a more in-depth and global picture of the carbon job market.

This report provides statistical analysis of the results given by this year's participants. Remuneration averages are given as much as possible through-out this report, but there are some industry sectors and job functions where we were unable to provide an average due to a lack of data. We hope that over time, as the Carbon Salary Survey becomes more established, the depth and breadth of data we can provide will grow. We welcome your feedback, thoughts and suggestions to help us improve this annual survey. Please contact: [steve@acre-resources.com](mailto:steve@acre-resources.com) and let us know what you think.

The Carbon Salary Survey is conducted by recruitment agency Acre and consultancy Acona with the support of Point Carbon, Carbon Finance, Carbon Positive and the Centre for Sustainability and Excellence. Further information on these organisations can be found at the back of this report.

# Part 1 - The Sample

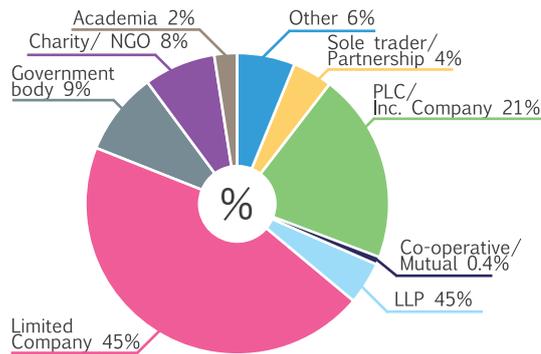
The survey was completed by 944 participants and over two thirds (69%) of these participants were male. In 2009 the percentage of male participants was significantly higher at 76%. The difference could be a result of surveying a more diverse range of professionals and reaching sectors which employ more women, or it could be a sign that more females are now working in carbon. Further details on the gender differences within the Carbon job market can be found in the Gender section from page 22.

In line with the results of 2009, the 2010 survey showed a nearly even split between professionals who classified themselves as consultants (48%), who consult to other organisations from advisory firms, and those who work in-house (52%), managing climate change issues within their own organisation.

This year we also asked participants whether they were working in a contract role or a permanent position. The majority, 85%, worked in a permanent role.

Participants were from a range of organisation types, with the highest percentage (45%) working for Limited Companies. Interestingly, the number working for Public Limited/Incorporated Companies had fallen by 6% to 20% and Limited Liability Partnerships had halved to only 4%. The numbers working for Charity/NGOs and Government Bodies had increased by 3 and 4% respectively. Given the budget cuts that are being made by some governments around the world, it will be interesting to see what impact this has on employee numbers in that sector over the next year.

Participants by organisation type:

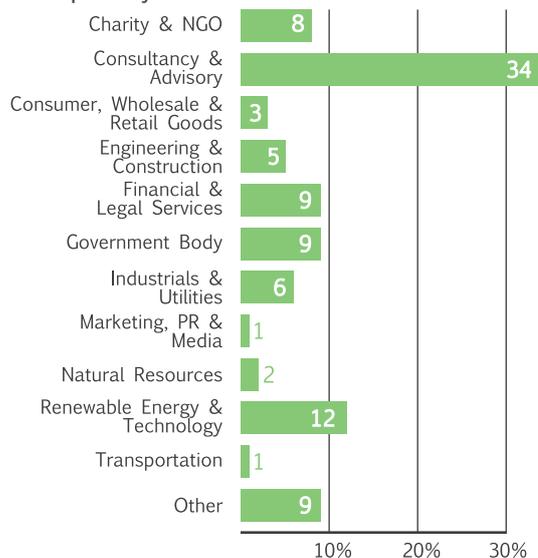


The majority of participants (40%) work for an organisation that has been trading for over 10 years. Remarkably, 15% of participants working for a Government Body worked for one which has been established for less than 1 year, which may explain the overall rise in participants working for Government Bodies.

As in 2009 the highest proportion of the 2010 participants (34%) worked within the Consultancy and Advisory sector.

The percentage working in the Charitable sector has nearly doubled from last year - but the number working within the Renewable Energy and Technology sector had dropped from 16% to 12%. Perhaps this is a sign that external investment in these areas is slowing despite government support.

Participants by sector:



# Part 2 - Geography

This year, due to a better geographical spread of participants, we have been able to provide a more detailed analysis of the global carbon market. For the purpose of this survey we have broken the world into 10 regions: Africa, Australasia, Eastern Asia, Middle East / Western Asia, South-Central Asia, South-Eastern Asia, North America, Rest of Europe, South/Latin America and UK. A full break down of the countries within each region can be found in the Appendix on page 29.

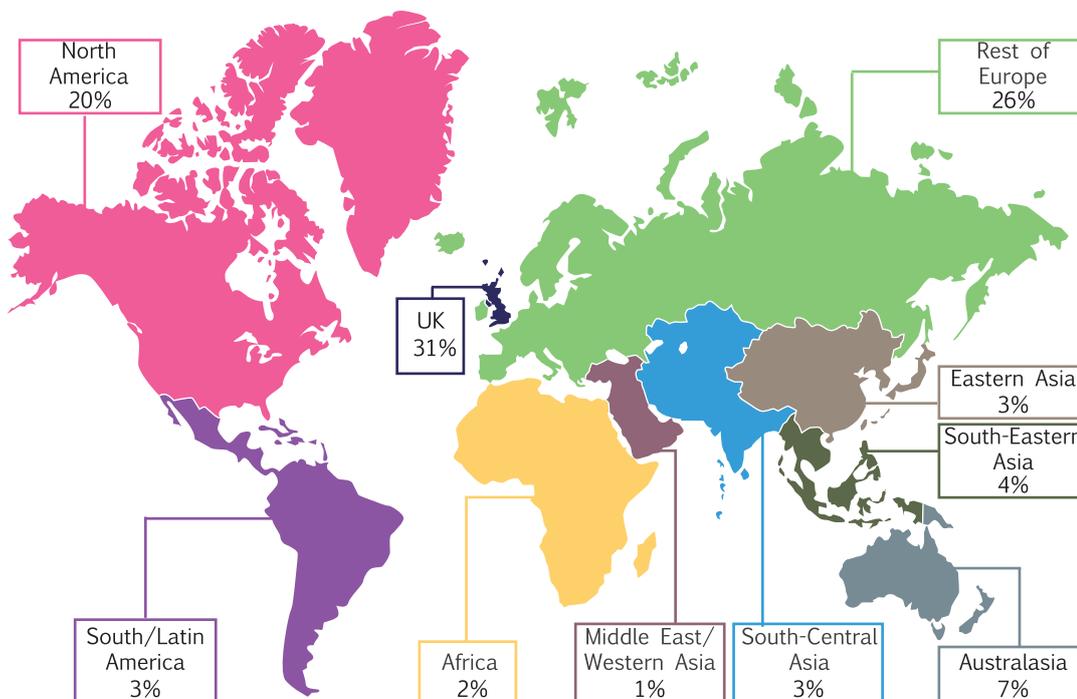
We hope these figures give an idea about regions in the world which are fostering climate change and carbon jobs, however there may be some bias towards the UK, the rest of Europe and North America as the survey was conducted in English and distributed through online networks and channels.

We can see that 31% of participants worked for an organisation whose headquarters were in the UK - up from 28% last year. The number of headquarters in the rest of Europe has also increased slightly, up by 1% to 26%. Comparatively the number of organisations with headquarters in North America has dropped from 27% to 20%. This could indicate a concerning sign that climate change and carbon are falling down the agenda of North American organisations. The Middle East/Western Asia had the lowest number of headquarters with only 1%.

We also asked participants in which geographical region they were based. Equally the number of participants based in North America had fallen from 24% last year to only 17% this year.

The number of participants based in both the UK (32%) and Europe (20%) had risen from last year - as had the numbers in Australasia (8%) and South/Latin America (5%).

Geographical location of organisations' headquarters:

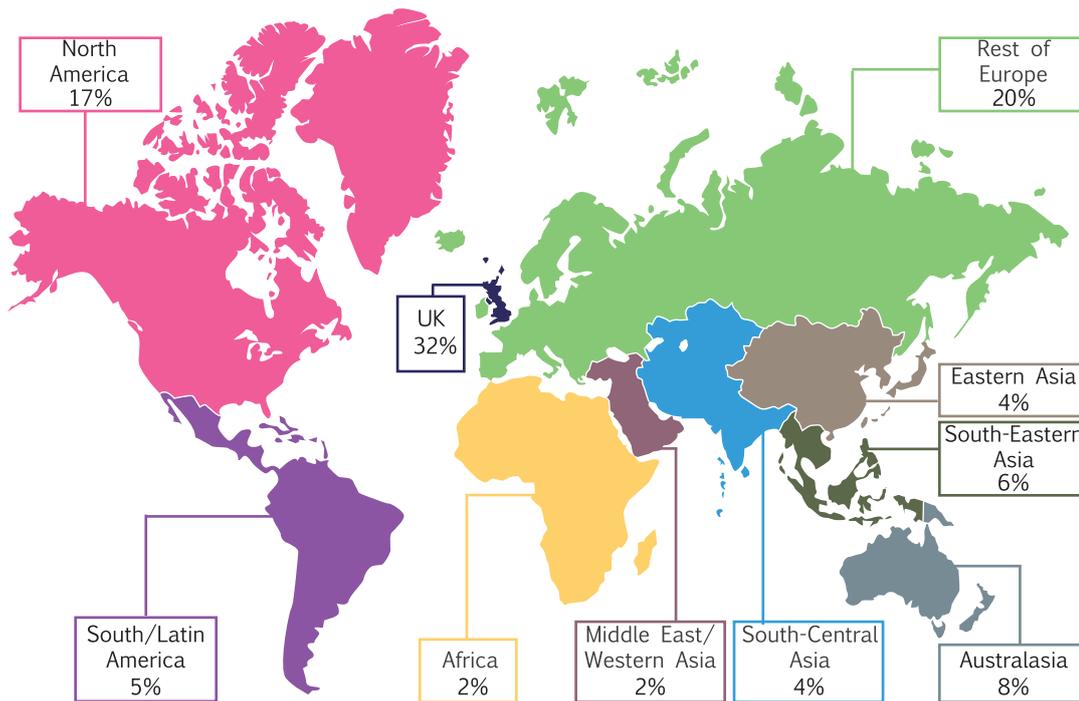


Many respondents working in the Asian regions stated that their company headquarters were in territories outside of Asia. This suggests that carbon and climate change professionals are travelling to work on projects/activities in these regions. In particular there are a lot of professionals working on CDM/JI projects /consulting in these regions. The job functions of professionals within each region will be looked at in more detail in the next section, from page 8 .

In every region the Consultancy/Advisory sector accounted for the largest proportion of participants. For North America and the UK another key sector is Renewable Energy. Comparatively in the rest of Europe, Banking, Finance and Insurance is the second largest sector.

Not surprisingly the Middle East/Western Asia had a high percentage working in Oil, Gas and Natural Resources. Whereas in Africa a high percentage of participants work for Charities/NGOs and Government bodies.

**Geographical location of participants:**



# Part 3 - Job Function

In 2009 we tried to establish what specific duties professionals working in climate change and carbon undertake in their role. As we expected, the results showed that the range of jobs within the sector is varied and includes a variety of skills - and not only the more scientific and technical ones that people may initially associate with this field.

This year we again asked professionals to classify their job function by primary job function and then by the main activities their role focuses on.

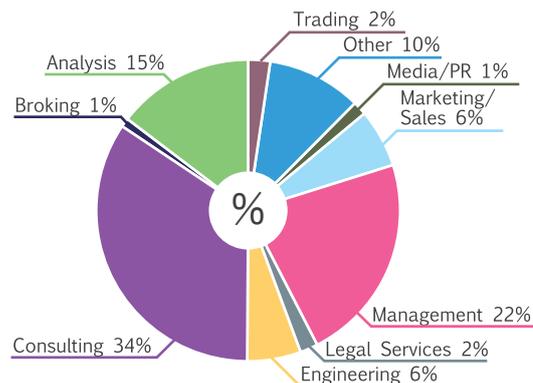
*For example:*

*A professional whose job function was consulting was then asked which area they focused on:*

- CDM/JI Market
- Compliance Carbon Market
- Forestry
- Policy/Regulation
- Renewable Energy
- Utilities
- VER Market
- Corporate Social Responsibility
- Other

The central job functions which participants categorised themselves as were similar to 2009: Consulting (34%), Management (22%) and Analysis (15%).

Percentage of participants working in each section:



The top 10 activities participants focus on also remains relatively unchanged from last year. Solar has moved up one place and Power Generation, which was sixth, has fallen to tenth. New entrants to the top ten are Waste Management and Law/Policy/Regulation.

Top 10 activities for participants:

Top 10 activities for participants	
1	Energy Efficiency
2	CDM/JI Consulting
3	CDM/JI Project Development
4	Biomass
5	Wind
6	Solar
7	Law/ Policy/ Regulation
8	Waste Management
9	Combined Heat & Power
10	Power Generation

We also looked at the activities participants focused on dependent on their geographical location (next page).

Top 5 activities in each geographic region:

	1st Place	2nd Place	3rd Place	4th Place	5th Place
Africa	Energy Efficiency	CDM/JI Project Development	CDM/JI Consulting	Forestry	Law / Policy / Regulation
Australasia	Energy Efficiency	Forestry	Law / Policy / Regulation	Trading (Compliance / Proprietary)	CDM/JI Consulting ----- Waste Management
Eastern Asia	CDM/JI Consulting	CDM/JI Project Development	Energy Efficiency	VER Consulting	VER Project Development
Middle East/ Western Asia	CDM/JI Project Development	CDM/JI Consulting ----- VER Project Development	Energy Efficiency	VER Consulting ----- Wind ----- Solar ----- Fund / Asset Management	
North America	Energy Efficiency	Law / Policy / Regulation	Forestry	Biomass	Solar
Rest of Europe	CDM/JI Project Development	CDM/JI Consulting	Energy Efficiency	Biomass	Wind
South-Central Asia	CDM/JI Consulting	CDM/JI Project Development	Energy Efficiency	Solar	VER Project Development ----- VER Consulting
South-Eastern Asia	CDM/JI Project Development	CDM/JI Consulting	Power Generation	Energy Efficiency	VER Project Development ----- Biomass ----- Waste Management
South/Latin America	CDM/JI Consulting	CDM/JI Project Development	Energy Efficiency	VER Project Development	Biomass
UK	Energy Efficiency	Solar	Law / Policy / Regulation	Biomass	Wind

The top activity for each area remains the same as 2009. However, noticeable changes include the increased focus on solar in the UK (this has moved from position 5 to 2), and the addition of law/policy/regulation as a top five activity in North America,

Australasia and Africa. As mentioned before CDM/JI Consulting and Project Development are the top two activities within all regions in Asia.

## Commentary



*by Jason van Zuydam,  
Group Environment Manager,  
Belron® International Ltd.*

Although consultancies continue to employ the largest proportion of the professionals skilled in carbon management, it is still encouraging to see growth in this sector. This suggests that more companies now have access to these specialists and that there may also be an increasing client demand for these niche skill sets. Likewise the increase in the proportion of management professionals is encouraging and indicates that carbon issues continue to climb corporate agendas.

When I compared the results of the 2010 activities with those from 2009, I was pleased to note that energy efficiency remains in the top spot. The inference that may be drawn from this is continued recognition of the importance of reducing the demand for energy - particularly in the developed markets.

Whilst the dominance of Kyoto/offset projects in the emerging markets is unsurprising, it signals a strong future for sustainable development in the developing world; I look forward to a time when renewable energy and energy efficiency dominate all markets.

# Part 4 - Remuneration

All salaries and bonuses are reported in US dollars (\$). We believe the dollar remains the prevalent currency in international commerce.

A new question for this year was whether participants worked as a contractor, earning a day rate for instance, or were in a permanent role earning an annual salary. We have provided some information on the average salaries of contractors, however due to the small sample we were unable to break the salaries down by region, sectors and job function as we have been able to do for those in permanent employment.

Overall the remuneration levels of the 2010 salary survey are higher than those observed in 2009 - a potentially positive indicator that salaries in the climate change job market are on the rise globally despite the economic situation. However, the results also show that our 2010 survey reached a higher percentage of professionals in more senior roles than in 2009 (the number of participants with ten or more years' experience in carbon increased from 11% to 15%) which may have impacted on the average salary levels. Taking this into consideration, and from anecdotal evidence from within the industry, we believe the salaries presented here are representative of the 2010 climate change job market.

## Salaries:

### Contractors

Contractors accounted for 15% of participants in this year's survey. Their day rates ranged greatly from less than \$100 to over \$3000 per day, although it is worth noting that the majority (over two thirds) earned \$400 or less a day. Only 9% of contractors earned \$1000 or more a day. Comparing the average salaries for those in permanent roles and those working as contractors, it would appear that contractors earn 18% more than those in permanent employment.

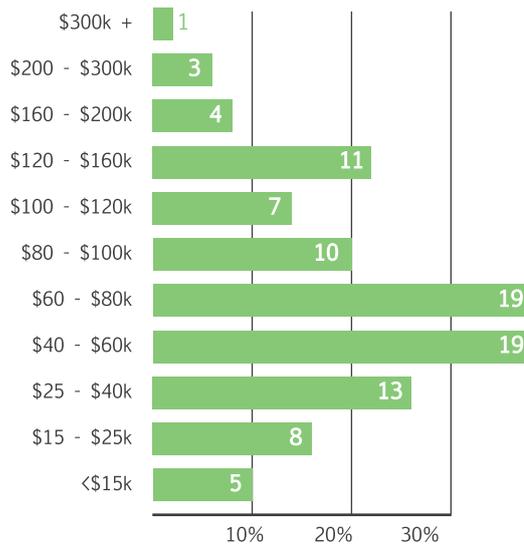
### Permanent Employees

The majority of participants (85%) classified themselves as being in permanent employment.

The overall average salary this year was \$79,000, an increase of over \$3,000 on last year's results - indicating that salaries in the sector are rising.

Overall, those in permanent positions earned salaries across bands ranging from below \$15k to over \$300k. This year 26% of participants earned over \$100k, up from 24% last year, while 48% (down from 52% last year) earned between \$40k and \$100k. The percentage earning under \$40k remained at 26%. Again these results suggest that salaries within the sector are rising.

Overall salary distribution:



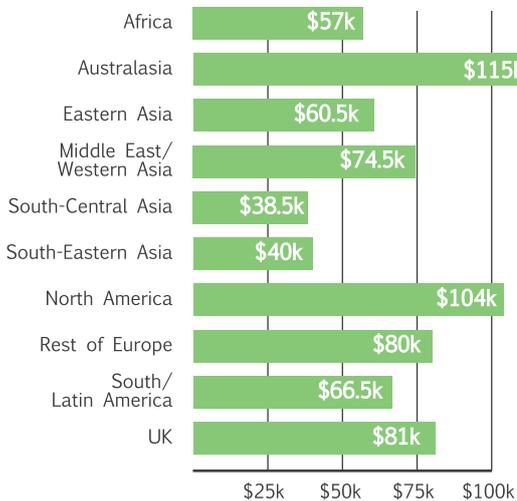
There was very little difference in the average salaries of consultants compared to those working in-house.

The survey compared the average salaries being earned across each region - although the averages shown do not take into consideration the cost of living in each location. Nor did it take into account the varying benefits packages offered in each region - but bonuses are discussed in more detail later in this section.

Those working in Australasia had the highest average salary at \$115,000. North America is the only other region where, on

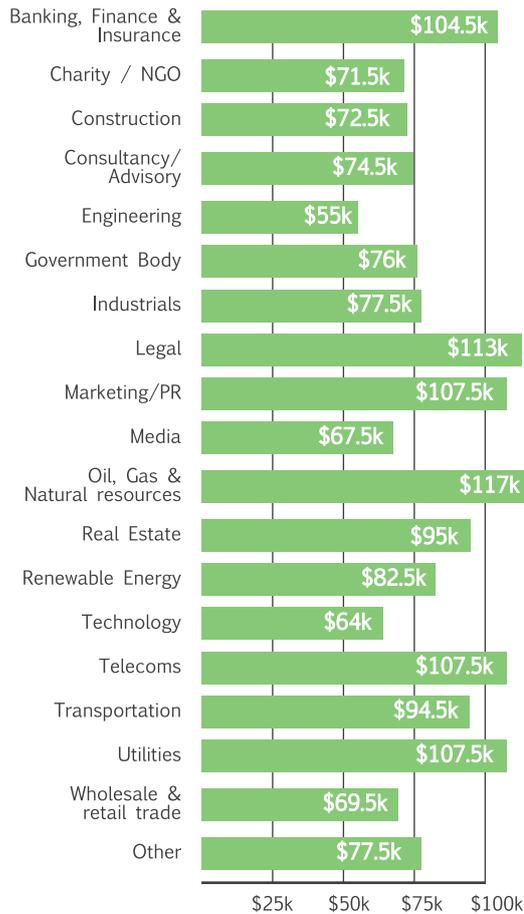
average, participants earned over \$100,000 (average wage \$104,000). This is a change to 2009 when North American participants were earning the highest salaries at \$100,000 and Australasian participants were the second highest earners at \$93,000. The significant increases observed here are additional positive signs that the climate change job market is prospering from a financial perspective. Furthermore, these increases can be observed globally with the average salary in every region rising from between \$500 (in Africa) to \$11,500 (South/Latin America). The average UK salary has increased by \$4500 while in the Rest of Europe the rise was only \$2,000.\*

Average salary by participant's location:



We also compared average salaries by the sectors participants worked in. In every area except Banking, Finance and Insurance and Legal, we observed significant increases in the average salary in comparison to the previous year.

Average salary by sector:

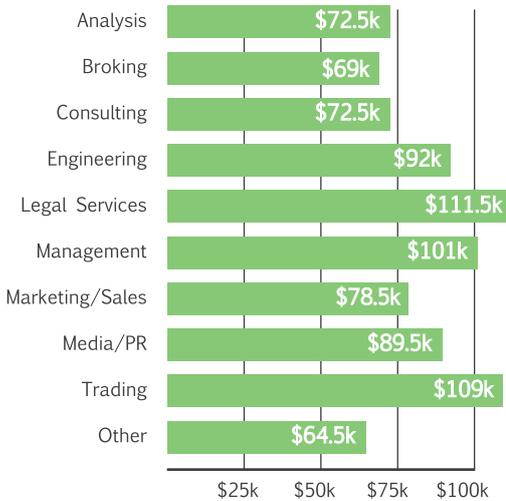


When looking at salaries by job function, the highest salaries are still earned by those who classified their job function as Legal Services. Having stated that, the survey showed a drop of \$24,000 in this particular job function.

The only other job functions to record lower salaries in 2010 compared to 2009 were Other which dropped by \$10,500 and Marketing/Sales which dropped by just \$500. While our data appears to show that the salaries of Engineers are significantly higher than in 2009, it is important to note that we had a relatively small sample and the average will be effected by some extreme salaries.

\* All participants were asked to use a currency converter when completing the survey to convert their salary into US dollars and then select a salary band. Consequently some of the average salary increases may be due to changes since 2009 in the relative strength of local currencies against the US Dollar.

**Average salary by job function:**



**Average salary & bonus by number of years professional experience:**

	Salary	Bonus
Over 10 years	\$113k	\$26k
6 to 10 years	\$79k	\$14.5k
3 to 5 years	\$56k	\$10k
1 to 2 years	\$52k	\$7.5k
Less than 1 year	\$35.5k	\$2.5k

Not surprisingly those with the most experience (over 10 years) earn the highest salaries (\$113,000). There is a substantial increase from the average salary of a professional with less than one year's experience (\$35,500) to the average salary of someone with 1 to 2 years' experience (\$52,000).

Where possible we have tried to supply an average salary by job function and participant location. Those boxes without an average are regions or functions where the sample size was insufficient to provide statistically robust data (see chart below).

We also calculated the average salary of professionals based on the time they had been working in carbon.

**Average salary and bonus by time in carbon:**

	Average Salary	Average Bonus
Over 10 years	\$115.5k	\$16k
6 to 10 years	\$105k	\$20k
3 to 5 years	\$74k	\$16.5k
1 to 2 years	\$46k	\$8.5k

Following feedback from our 2009 report we have compared participants average salary and bonus by the number of years professional experience they have.

**Average salary by job function and location:**

	Africa	Australasia	Eastern Asia	Middle East/Western Asia	North America	Rest of Europe	South/Latin America	South-Central Asia	South-Eastern Asia	UK
Analysis	\$47.5k	\$111k	\$68.5k		\$83k	\$66k	\$43k	\$79k	\$29k	\$61.5k
Broking		\$67.5k				\$67k		\$150k		\$46k
Consulting	\$70.5k	\$99k	\$41.5k	\$71.5k	\$109.5k	\$64k	\$88k	\$28k	\$34k	\$72.5k
Engineering	\$15k	\$124k	\$97k	\$67.5k	\$125k	\$142k	\$35k	\$30.5k	\$21.5k	\$106.5k
Legal Services		\$117k			\$117k	\$72.5k	\$27.5k			\$140.5k
Management	\$71.5k	\$160k	\$84.5k	\$65k	\$122.5k	\$92.5k	\$73k	\$54k	\$60k	\$108k
Marketing/Sales	\$21.5k	\$136k	\$47k		\$94k	\$87k	\$60k	\$29k	\$37.5k	\$80k
Media/PR		\$170k			\$54k	\$163.5k				\$61k
Trading		\$140.5k	\$37.5k	\$230k	\$110k	\$110k		\$15k		\$77.5k
Other	\$42.5k	\$71k	\$17.5k	\$15k	\$87k	\$75.5k	\$50k	\$27.5k	\$42k	\$63.5k

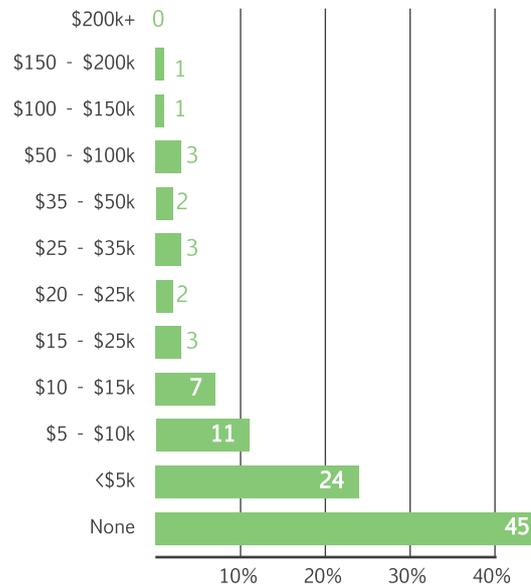
Again salaries increased in line with the number of years the professional had specifically worked in the carbon and climate change markets. Salaries are higher across the board for professionals with experience in carbon in comparison with general professional experience. However, as demonstrated in more detail in part 6 of this report, it appears that a specialist climate change/carbon related qualification does not guarantee a higher salary.

## Bonuses

The survey asked participants to supply their last bonus - received within the last 12 months. None of the 15% of respondents who worked in a contract position recorded that they had received a bonus in their previous 12 months of work. The following data is therefore based on the results provided by participants in a permanent job.

Nearly half (45%) of participants claimed to have received no bonus in the last 12 months. This is in line with the results of our 2009 survey. This consistent evidence suggests that for many professionals working in climate change and carbon, bonuses are not part of their remuneration packages.

Overall bonus distribution:



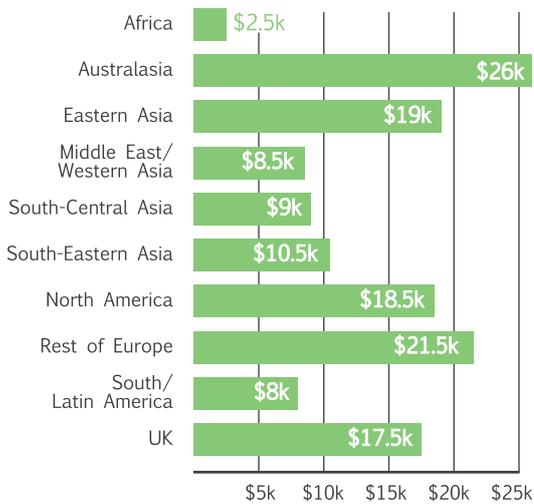
Comparing participant's salaries to their bonuses, the evidence shows that nearly half (47%) of those earning \$100k+ received no bonus.

The average bonus overall was \$8,000, down in comparison to 2009 - from \$11,000.

Participants in Australasia, as well as having the highest average salary (\$115,000), also have the highest average bonus (\$26,000). Interestingly, the second and third highest average bonuses can be found in the Rest of Europe (\$21,500) and Eastern Asia (\$19,000).

While salaries appear to be rising globally, bonuses in all regions - with the exception of the Rest of Europe - are falling. The average bonus in Africa appears to have fallen from \$14,000 to \$2,500 and in South/Latin America it fell from \$13,000 to \$8,000.

**Average bonus by participant's location:**

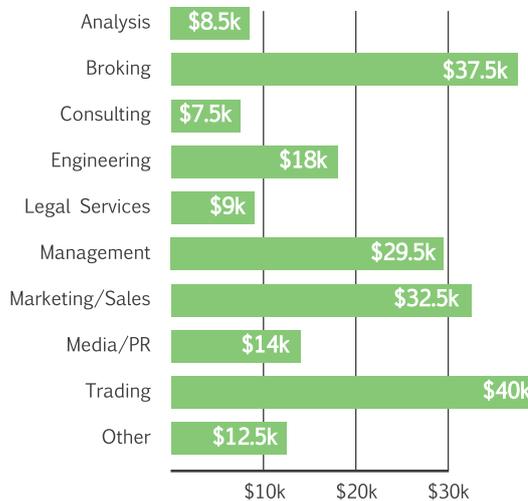


As less than 50% of respondents received a bonus, we can provide only limited insight on the average bonuses received according to sector and job function. The results we can accurately depict are displayed below.

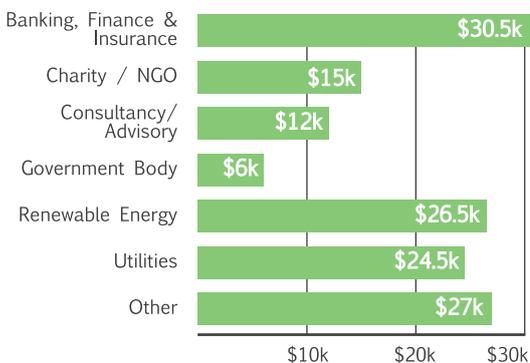
It is not surprising that professionals in the Banking, Finance and Insurance sector receive the highest bonuses at \$30,500.

Similarly it is not a surprise to see the highest average bonuses are paid to those working in Trading (\$40,000), Broking (\$37,500) and Marketing/Sales (\$32,500) job functions - all traditionally remunerated by high bonuses.

**Average bonus by job function:**



**Average bonus by sector:**



## Commentary



*by Evy Tykgaard,  
Specialist - Talent Acquisition,  
Vestas Wind Systems.*

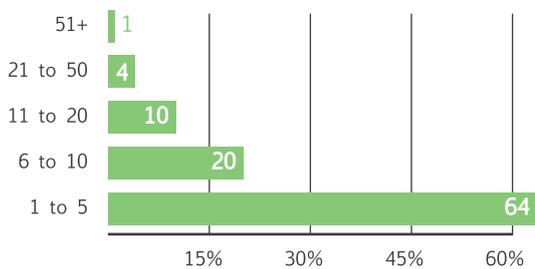
From the results of the survey the impression I get is that of a thriving industry, but also an immature one, with disparity in terms of salary and bonuses. Set against the backdrop of a difficult economic climate, it's no surprise that nearly half of those earning \$100k+ received no bonus at all. That said, I believe this may change in the future as sustainability and environmental strategies begin to feed into mainstream company procedures.

Part of the reason for the continued growth of the overall salary package in this evolving industry may be that it's not always possible to source suitable candidates locally. Vestas is a global organisation, and we often find that when we look to hire highly competent senior specialists, we have to undertake world-wide searches. The knock-on effect often involves relocation for the new employees - which means that highly competitive salary packages must be offered.

# Part 5 - Team Structure

Once again we asked participants about the size and structure of the teams they worked within. This year the number working in teams of 11 or more decreased to 15% from 18% in 2009 and the number working in teams of 10 or less increased to 84% from 82%.

Team size:

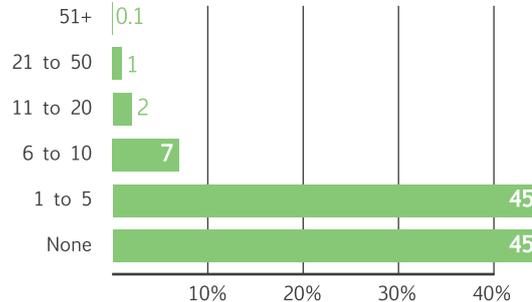


In most sectors over half of participants worked in teams of 1 to 5. The only exception was Construction where the figure was slightly lower at 45%. The construction and engineering sectors had the largest percentage of participants working in teams of 6 or more.

The consultancy sector had the broadest spread of team sizes and the largest proportion of participants working in teams of 21 or more.

We also asked participants how many people reported directly into them. In 2010 there were fewer participants with no direct reports (45% compared to 49% in 2009). Those with 1 to 5 people reporting to them increased by 4%.

Number of people reporting into participants:



Across all sectors 90% of participants had less than 5 people reporting into them. Those working within the Charity/NGO and Renewable Energy sectors were most likely to have over 6 people reporting into them.

## Commentary



*by Ernie Shelton,  
VP Enterprise Accounts EMEA - Energy  
Solutions,  
Johnson Controls.*

The results of this year's survey confirm that the energy and carbon management sector is continuing to evolve and change. In some sectors this change extends to the nature and size of team structures.

The results confirm that practitioners continue to work in small teams with the majority of people working in teams of five or less. In the energy and carbon management arena, this is a characteristic of the market which may arguably change over time as we see the amalgamation of smaller teams as a result of potential mergers and acquisitions. This is a feature typical of many 'early stage markets' as they go through a growth and consolidation phase.

Over recent years we have also witnessed an emerging trend in large corporations that are increasingly adopting a programmatic and global approach to deliver their energy efficiency and carbon reduction commitments. This is evidenced by the appointment within such corporations of global programme leaders who are seeking a joined-up carbon management solution across regions or across the globe. Whilst the energy and carbon management industry has typically operated at the national level, we could anticipate the emergence of larger multinational teams who can deliver energy and carbon reduction programmes across geographic, legislative and organisational boundaries. Any such trend will of course be offset by the very local needs within other parts of the market such as the public sector.

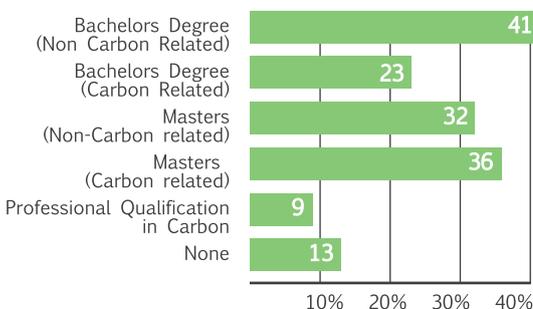
# Part 6 - Education, Qualification and Career History

Participants continue to be highly qualified and the proportion with specialist climate change/carbon related qualifications is rising.

In this year's survey 23% of participants had an undergraduate degree and a further 36% had a post-graduate qualification in a climate change/carbon related subject. This is compared to 23% and 32% respectively in 2009.

Furthermore the number of respondents with a professional climate change/carbon related qualification has risen from 7% to 9%. These figures are still relatively low in comparison to other industries but it's positive that there is an increasing recognition for these qualifications both amongst professionals and employers.

**Educational qualifications held by participants:**



The 2010 results confirm that professionals with specific climate change/carbon undergraduate, postgraduate or professional qualifications are still earning less than those with non-related qualifications.

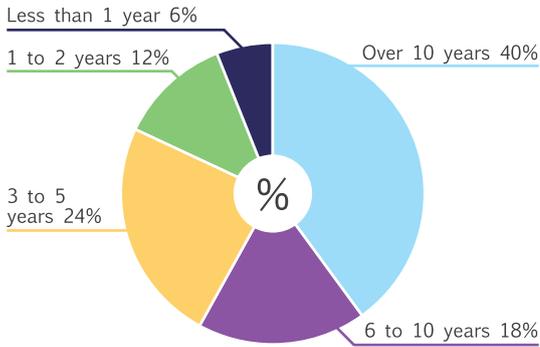
**Salary and bonus by qualification:**

	Average Salary	Average Bonus
Bachelors (Non Carbon Related)	\$90k	\$20.5k
Bachelors (Carbon Related)	\$78k	\$14k
Master's (Non Carbon Related)	\$88.5k	\$19k
Master's (Carbon Related)	\$71k	\$12.5k
Professional Carbon Qualification	\$85k	\$10.5k

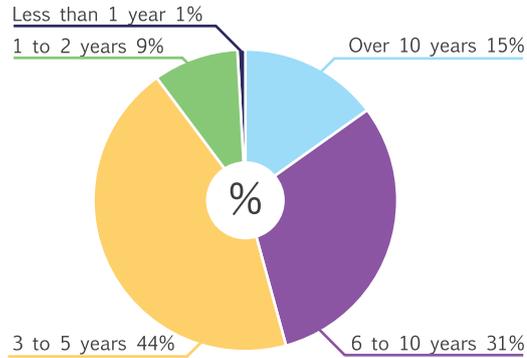
In this year's survey only 17% of participants classed their current position as their first professional job. This is down from 19% in 2009. The percentage with more than 10 years in full time employment rose from 36% in 2009 to 40% in 2010.

The percentage of professionals with more than 10 years' experience in the carbon sector also increased to 15% (from 11% in 2009) and those with 6 to 10 years' experience rose to 31% (from 20%). The number of participants with 1 to 2 years' experience fell by 2% and less than one year fell by 1% in the 2010 results.

**Time in full time employment:**



**Time working in carbon:**

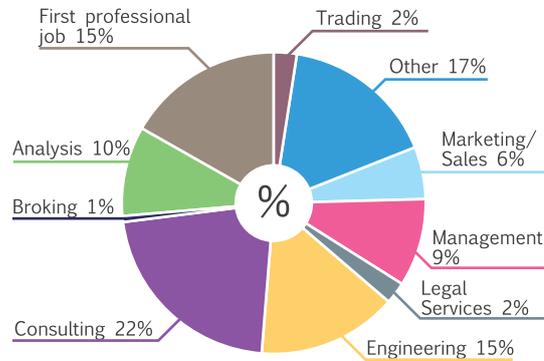


The number of participants (excluding those who indicated that they were in their first professional job) claiming not to have worked in carbon/climate change previously fell to 41% (from 58%). This could be a result of changing perceptions as to what classifies as “working in carbon/climate change” or it could be another indicator that there are increasing numbers of specialist professionals who have been working in this area for a number of years.

We asked participants who indicated that this was not their first professional job what their background was prior to moving into climate change/carbon.

The most common sectors participants had previously worked in were: Consulting (22%), and Other (17%) – which included Banking and Finance, Research and Engineering.

**Background prior to working in carbon:**



## Commentary



*by Nicolas Ceasar,  
Head of Sustainability Practice,  
Ashridge Business School.*

It's encouraging to see an increase in the number of specifically educated carbon specialists coming on-stream in this area. It is unsurprising however that this does not directly translate into better salaries and I would offer two reasons for this:

Firstly, the sector is young, highly dynamic, competitive and market making - so in many ways the best education can be immersion in the work itself. Traditional educational models might struggle to keep up with the rapid changes in legislation, technology and markets once the fundamentals have been taught. Of course this also provides opportunities for developing innovative educational partnerships between the academic, research and carbon sectors as well as continuing professional development.

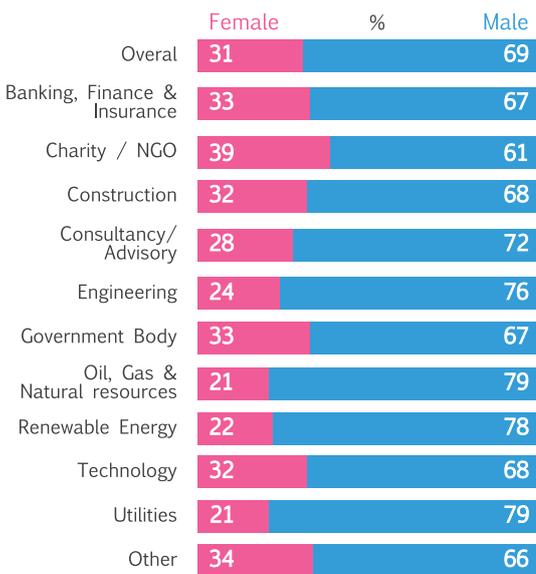
Secondly, those shifting horizontally into the space with the much needed skills from the legal, finance and consulting fields will be able to command higher legacy salaries than new entrants. At Ashridge our work tends to consist of topping up the knowledge and experience of mid-career professionals who wish to complement deep expertise from other areas with low carbon and adaptation skills. My prediction based on this, is that the competition is only going to get hotter for new starters - that said, the size of the prize and the job market will too. I find it disappointing that so few academics responded to the survey and wonder if the ratio of two academics for every 100 people working in the sector is going to be enough to support the rapid change - and consequently 'the need to learn' that we all hope for.

# Part 7 - Gender

Although the climate change arena continues to be dominated by men, the percentage of female participants in this year's survey increased from 24% to 31%.

Females were least prevalent within Oil, Gas and Natural Resources, Utilities, Renewable Energy and Engineering - women made up less than a quarter of participants working in these areas. The highest representation of women (39%) was found within the Charity/NGO sector.

Percentage of women to men working in each sector:

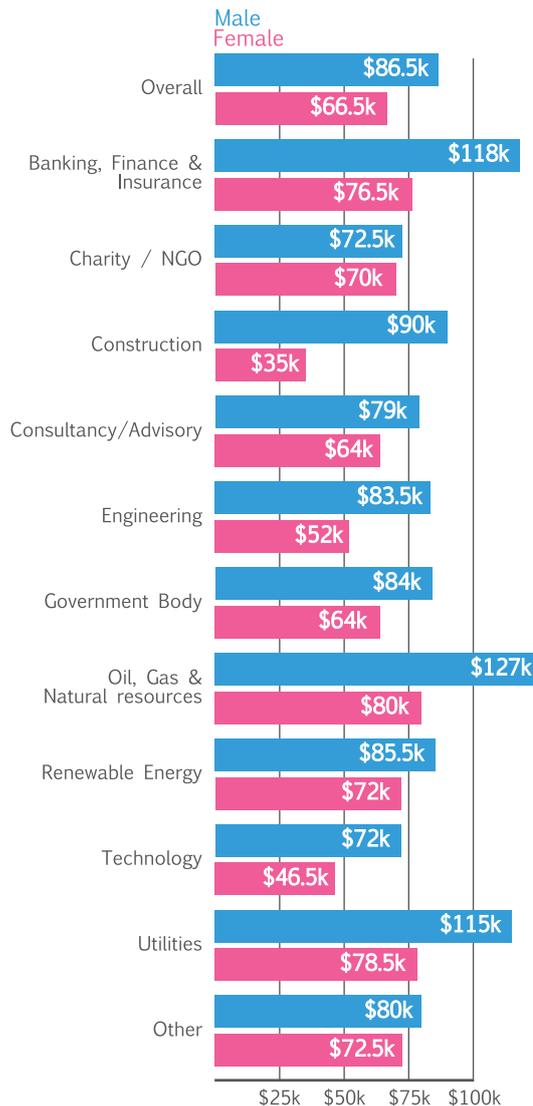


Globally the lowest percentage of women working in Carbon was in South-Eastern Asia, where only 20% of participants were female. The region with the greatest balance of males and females working in roles was Australasia where 41% of participants were female. Comparatively in the UK and North America the percentage of women was 33% and 32% respectively.

As we have already established, overall salaries appear to be rising globally and across sectors and job functions.

However, our results show that the growth has been predominantly in the salaries of male participants. The average salary of a male climate change professional rose from \$79,500 to \$86,500, while the average female salary rose from \$64,500 to \$66,500.

Average male and female salaries by sector:



Analysing male and female salaries by the sectors they work in, the area with the biggest discrepancy is clearly construction - where men earn over one-and-a-half times that of women. The Charity/NGO sector has the most balanced salaries with males only earning on average 4% more than females.

## Commentary



*by Bukky Bird,  
Head of Environmental, Property Services,  
Tesco.*

Whilst there are different and often emotive views as to the true extent and reasons for the gender pay gap, one fact that consistently comes through in reputable surveys is that there is one.

Successful resolution of this issue would require tackling the problem on three fronts:

Firstly, comprehensive government support is critical and can provide a much needed framework to ensure employees have more modern choices - without penalising small businesses. With regard to the UK, further implementation of the Equality Act by the coalition government in April will address this to a certain extent; time will tell how effective this will be.

Secondly, employers should be open to embracing these changes, which if implemented correctly, would lead to a stronger economy in due course.

Finally, women have the ultimate accountability to continuously challenge the pay gap by understanding the reasons behind it and driving a modern solution to a modern problem.

# Part 8 - Job satisfaction and job security

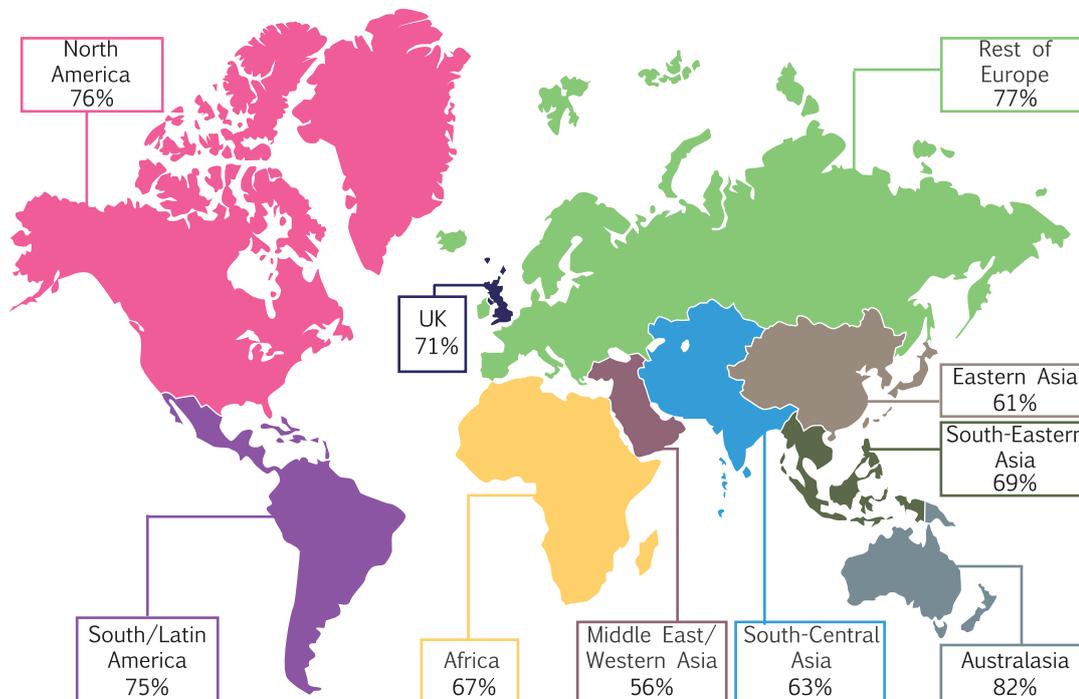
Globally 73% of the participants in the 2010 survey said they were satisfied in their jobs. Regionally the most satisfied professionals once again were found in Australasia. The Middle East/Western Asia has the lowest levels of job satisfaction. Satisfaction levels appear to have risen in both North America and the UK by 3%. They remained the same in the Rest of Europe.

It is encouraging to see that job security levels overall have also risen. This year 76% of participants feel the same or more secure in their jobs compared to 12 months ago (see below). This figure was just 68% in 2009.

Job security by sector:

	More	The Same	Less
Banking, Finance & Insurance	28%	49%	22%
Charity / NGO	30%	39%	30%
Construction	33%	47%	21%
Consultancy/Advisory	27%	44%	29%
Engineering	29%	44%	27%
Government Body	32%	39%	28%
Oil, Gas & Natural resources	41%	32%	27%
Renewable Energy	32%	47%	21%
Technology	31%	44%	25%
Other	58%	32%	11%

Job satisfaction by location:



**Job security by geographical location:**

	More	The Same	Less
Africa	27%	45%	27%
Australasia	37%	49%	14%
Eastern Asia	25%	43%	33%
Middle East/ Western Asia	25%	44%	31%
South-Central Asia	26%	58%	16%
South-Eastern Asia	35%	49%	16%
North America	35%	44%	21%
Rest of Europe	32%	46%	21%
South/Latin America	48%	34%	18%
UK	26%	43%	31%

In Australasia, North America, the Rest of Europe and the UK, the percentage of participants who felt more secure in their jobs, compared to the same figures for 2009, increased by up to 10% - a positive sign that the economic turmoil is now having less of an effect on the job market and job security levels.

This year we have also analysed job security levels by job sectors. Not surprisingly (given the recent budget cuts announced by many governments), Charity/NGO, Consultancy/Advisor and Government Body are the sectors with the highest percentages of professionals feeling less secure in their jobs than 12 months ago. Those working in 'Other' sectors, which includes Forestry/Agriculture, GHG Emissions Reduction Projects and Research Education, are by far the most secure in their jobs - with 90% feeling the same or more secure than 12 months previous.

# Conclusions

## Acona

Paul Burke, Senior Partner

Based on our findings, it would appear that the global recession has had relatively little impact on employment conditions within the carbon sector. This suggests to me three things: Firstly, that interest in the area – from public, private and third sectors – remains strong. Secondly, that the commercial returns (both in the immediate and longer terms) are sufficiently attractive to draw in new players. Thirdly, this is a sector that is not confined to a small number of geographic locations but rather has a truly global reach.

Taken together, these three issues present both risks and opportunities. A major concern is to what extent the continued expansion of the sector is contingent on being able to find the people who are equipped with the ‘right’ technical and personal skills? Clearly, universities, other educational institutions and professional bodies have a major role to play in ensuring that the latest knowledge is disseminated effectively, but one wonders if employers – who are naturally keen to build up their business – will devote sufficient resources to in-house ongoing training and development?

Also, given that this remains a relatively young sector, it is vital that the development of interpersonal and other (such as financial literacy, project planning and management) skills are not overlooked. Whether working in-house or as consultants, people will have to be able to explain often complex concepts in simple terms and to convince sceptics of the benefits of being proactive in addressing the challenges posed by climate change. While we should aim to retain the zeal and passion that characterises many of those who work within it currently, we also have to recognise that reasoned argument and being able to present a convincing cost-benefit are powerful tools for achieving our desired objectives.

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## Acre Resources

Andy Cartland, Managing Director

This year’s Carbon Salary Survey points to a worldwide market that remains encouragingly resolute in the face of difficult economic circumstances. Continuing from last year’s survey there is definite proof that the mainstream economy is ‘greening’ as the sector continues with its positive growth.

Although the overall picture remains an encouraging one there are a few concerning signs, particularly in North America, where we have seen the number of participants drop by 7% - perhaps a reflection of market uncertainty due to the difficulties faced by the Obama

administration in passing a climate change bill.

Overall team size also decreased with the number of people working in teams of 11 or more shrinking by 3%. There are several conclusions that could be reached on this point - but from our observations the overall economic trend for people starting up new businesses (hence smaller teams) in the past 12 months is likely to be a significant contributor.

A key development over the past year has been the proliferation of the Chief Sustainability Officer - a senior and strategic role focused on maximizing the commercial opportunities arising from sustainability. We have been involved in the placement of several such individuals and the increase in the percentage of roles this year falling into the \$120k and upwards salary bracket, adds weight to the observation.

Of the many heartening outcomes of the survey, Australasia certainly deserves a mention for a trio of positive results:

- Its employees are the most satisfied and feel the most secure within their roles of all the regions.
- The balance between male and female workers is the most even
- It is the country where climate change professionals are the most highly paid (for salary and bonuses) - although this could be a reflection of a less mature market with most appointments taking place at a senior level and with larger teams yet to be formed.

Overall the report's findings reflect Acre's own empirical evidence of the upturn we witnessed in the early part of 2010. Speaking to our clients and other professionals within the market, we believe that this rise will continue into 2011.

# About the Authors

## Acre

Acre is a specialist recruitment consultancy focused on the Environment, Corporate Responsibility, Sustainability and Climate Change sectors. Since its formation in 2003, the company has recruited many global climate change leaders, and is the first choice for a range of worldwide clients, from large corporations, through to market-leading consultancies and NGOs.

[www.acre-resources.com](http://www.acre-resources.com)

## Acona

Acona is an independent employee-owned CSR consultancy. They have broad expertise and advise large, mainly corporate clients on the full range of social, environmental and ethical matters, from tentative first steps through to day-to-day management, strategic planning, measuring performance and corporate reporting.

[www.acona.co.uk](http://www.acona.co.uk)

## Supporting Organisations

### Point Carbon

Point Carbon, a Thomson Reuters company is a world-leading provider of independent news, analysis and consulting services for European and global power, gas and carbon markets. Point Carbon's comprehensive services provide professionals with market-moving information through monitoring fundamental information, key market players and business and policy developments.

[www.pointcarbon.com](http://www.pointcarbon.com)

### Carbon Finance

Carbon Finance is a monthly newsletter and weekly e-mail service providing in-depth coverage of the global markets in greenhouse gas emissions. Produced by the publishers of Environmental Finance magazine since 2004, they also organise conferences, webinars and publish books.

[www.carbon-financeonline.com](http://www.carbon-financeonline.com)

### Carbon Positive

Carbon Positive provides consulting, project management, news and information services for ships and land-based sources of greenhouse gas (GHG) emissions. Their services relate to environmental management, carbon offsetting and sustainability. The company develops market-based programmes to meet voluntary and mandated emissions compliance.

[www.carbonpositive.net](http://www.carbonpositive.net)

### Centre for Sustainable Excellence (CSE)

CSE is an international advisory, coaching and training organisation with offices in Athens, Chicago and Brussels specialising in sustainable development solutions. They work with private and public sector clients for the advancement of sustainability within their operations and organisational framework.

[www.cse-net.org](http://www.cse-net.org)

# Appendix

## Countries within each region

### UK

England  
Northern Ireland  
Scotland  
Wales

### Rest of Europe

Albania  
Andorra  
Austria  
Belarus  
Belgium  
Bosnia & Herzegovina  
Bulgaria  
Channel Islands  
Croatia  
Czech Republic  
Denmark  
Estonia  
Faeroe Islands  
Finland  
France  
Germany  
Gibraltar  
Greece  
Holy See  
Hungary  
Iceland  
Ireland  
Isle of Man  
Italy  
Latvia  
Liechtenstein  
Lithuania  
Luxembourg  
Malta  
Monaco  
Netherlands  
Norway  
Poland  
Portugal  
Republic of Moldova

Romania  
Russian Federation  
San Marino  
Slovakia  
Slovenia  
Spain  
Sweden  
Switzerland  
The Former Yugoslav Republic of Macedonia  
Ukraine  
Yugoslavia

### Middle East/Western Asia

Armenia  
Azerbaijan  
Bahrain  
Cyprus  
Georgia  
Iraq  
Israel  
Jordan  
Kuwait  
Lebanon  
Oman  
Qatar  
Saudi Arabia  
Syrian Arab Republic  
Turkey  
United Arab Emirates

### Eastern Asia

China  
Dem. People's Rep. of Korea  
Hong Kong  
Japan  
Mongolia  
Republic of Korea

### South-Eastern Asia

Brunei Darussalam  
Cambodia  
Indonesia  
Lao People's Dem. Republic  
Malaysia  
Myanmar  
Philippines  
Singapore  
Thailand  
Timor-Leste  
Viet Nam

## Australasia

Australia  
American Samoa  
Cook Islands  
Fed. States of Micronesia  
Fiji  
French Polynesia  
Guam  
Johnston Island  
Kiribati  
Marshall Islands  
Melanesia  
Nauru  
New Caledonia  
New Zealand  
Niue  
Norfolk Island  
Northern Mariana Islands  
Palau  
Papua New Guinea  
Pitcairn  
Samoa  
Solomon Islands  
Tokelau  
Tonga  
Tuvalu  
Vanuatu  
Wallis & Futuna Islands

## South, Central & Latin America

Anguilla  
Antigua & Barbuda  
Argentina  
Aruba  
Bahamas  
Barbados  
Belize  
Bolivia  
Brazil  
British Virgin Islands  
Cayman Islands  
Chile  
Colombia  
Costa Rica  
Cuba  
Dominica  
Dominican Republic  
Ecuador  
El Salvador  
Falkland Islands (Malvinas)  
French Guiana  
Grenada  
Guadeloupe  
Guatemala  
Guyana

Haiti  
Honduras  
Jamaica  
Martinique  
Mexico  
Montserrat  
Netherlands Antilles  
Nicaragua  
Panama  
Paraguay  
Peru  
Puerto Rico  
Saint Kitts & Nevis  
Saint Lucia  
Saint Vincent & Grenadines  
Suriname  
Trinidad & Tobago  
Turks & Caicos Islands  
United States Virgin Islands  
Uruguay  
Venezuela

## North America

Bermuda  
Canada  
Greenland  
Saint Pierre & Miquelon  
United States of America

## Africa

Angola  
Burundi  
Cameroon  
Central African Republic  
Chad  
Comoros  
Congo  
Dem. Republic of the Congo  
Djibouti  
Eritrea  
Ethiopia  
Kenya  
Madagascar  
Malawi  
Mauritius  
Mozambique  
Reunion  
Rwanda  
Seychelles  
Somalia  
Uganda  
United Rep. of Tanzania  
Zambia  
Zimbabwe