



# APPOINTMENT OF CHIEF INFORMATION OFFICER

APPOINTMENT BRIEF  
MAY 2019





Dear Candidate,

I am delighted you are interested in the role of Chief Information Officer (CIO) at CDP. This is a new leadership role in our organization at a very exciting time in our growth and development.

Our vision is to create a thriving economy that works for people and planet in the long term. Our unique role in making that happen is to focus investors, companies and cities on taking urgent action to build a truly sustainable economy by measuring and understanding their environmental impact.

When we founded the Carbon Disclosure Project (now called CDP) in the year 2000 we set out to transform capital markets to address climate change. We aimed to make environmental disclosure the business norm and we are proud to say today it is mainstreaming.

In 2018, over 7,000 companies, representing over 50% of global market capitalization, and over 750 cities, states and regions disclosed their environmental data through our online platform. That's an 11% jump on 2017. We provide the global environmental disclosure system, which as Bill Clinton said at our report launch in 2007, "enables us to keep score" on the environmental performance of the world's corporations and cities.

In 2018 we undertook three major change projects, firstly upgrading our technology platform which sits at the heart of the disclosure process, secondly rethinking our disclosure approach by moving to a sector-based approach and thirdly evolving our operating model. With these changes now bedding in well, we are looking forward to developing our new strategy for the 2020's. Technology and data are fundamental to how CDP drives change, and it is for this reason we now need a CIO.

CDP collects and hosts the largest database of self-disclosed environmental data in the world. How we provide that to the market, for both public good and for commercial use, in an efficient and easily usable format is critical over the next few years as we see demand growing exponentially. The new CIO will join the global Executive Leadership Team of seven people and lead our future strategy developments for technology, data, scoring and questionnaire design. This role offers an exceptional opportunity to join a dynamic organisation and shape the future of environmental disclosure in the 2020's and beyond.

With the world increasingly recognizing that we risk facing a climate and ecological emergency the interest in our work and the utility we provide to our stakeholders has never been higher. As the world's only global environmental disclosure system, the data we collect is becoming ever more valuable and the opportunities for CDP to advance our impact are immense.

Paul Simpson

*CEO*





## AN INTRODUCTION

CDP is an international, not-for-profit organisation providing the global system for companies, cities, states and regions to measure, disclose, manage and share vital information on their environmental performance.

CDP's vision is for a thriving economy that works for people and planet in the long term. It requests environmental information from companies, cities, states and regions, on the impacts and dependencies that they have on the world's natural resources – specifically climate change, forests and water security – and their strategies for managing these. The process of disclosing information to CDP incentivises companies and cities to measure, manage and reduce their impact on the environment and build resilience. By providing this high quality information to the market CDP is changing the way businesses, investors, governments and cities behave and accelerating the transition to a sustainable economy. Headquartered in London, the organisation also has a key hub in Berlin serving Europe. CDP has further operations in Brazil, China, Hong Kong, India and Japan and operates through local partners in Columbia, Ireland, Peru, South Africa, South Korea, Taiwan and Turkey. North America is served through a legally separate, independent entity based in New York.

Currently, CDP works with over 525 investors with US\$96 trillion in assets and 115 supply chain members who represent a combined purchasing power of \$3.3 trillion, to motivate companies to disclose their impacts on the environment and natural resources and take action to reduce them. Please visit [www.cdp.net/](http://www.cdp.net/) to find out more.

Since its launch in 2000, CDP has been built on the belief that transparency and accountability drives positive change in the world of business and investment.

### Vision and mission:

CDP wants to see a thriving economy that works for people and planet in the long term. To do this, it focuses investors, companies and cities on taking urgent action to build a truly sustainable economy by measuring and understanding their environmental impact.

Strategic aims 2017-2020:

**2020 goals:** Engage institutional investors, companies, cities, states, regions and national governments to develop and implement robust transition plans to:

- Reduce emissions and avoid deforestation in line with a 1.5°C pathway
- Improve water security and build resilience to the effects of climate change
- Shift capital to finance this transition

In 2017, CDP launched an organisational strategy to 2020, reflecting how the organisation would continue working with investors, companies, cities, states, regions and national governments to transform the pace and scale of the transition to a 1.5-degree, water-secure world. Key areas include: • Building a new disclosure platform ('NDP') to provide the flexibility, depth and reach required for the next generation of disclosure, including TCFD aligned, sector-based disclosure and scoring; • Supporting and advocating for Science Based Targets and transition plans that reduce emissions, avoid deforestation, deliver water security and build resilience to climate change, through our disclosure platform, data and tools; • Redesigning CDP's own operating model to maximise our ability to innovate and provide an outstanding service to the investors, companies, cities, states, regions and governments the organisation works with.

Activities, achievements and performance:

CDP has three principal areas of focus:

**Climate:** In 2002, CDP's first climate change request was sent to 500 companies. Since then, CDP has played a critical role in transforming corporate climate risk disclosure from a niche business practice to a business norm. In 2018, CDP's investor climate change request was backed by 525 investors with US\$96 trillion in assets with nearly 7,000 companies disclosing.

**Water:** CDP's work with water security motivates companies to disclose and reduce their environmental impacts by using the power of investors and customers. The data CDP collects helps influential decision makers to reduce risk, capitalise on opportunities and drive action towards a more sustainable world.

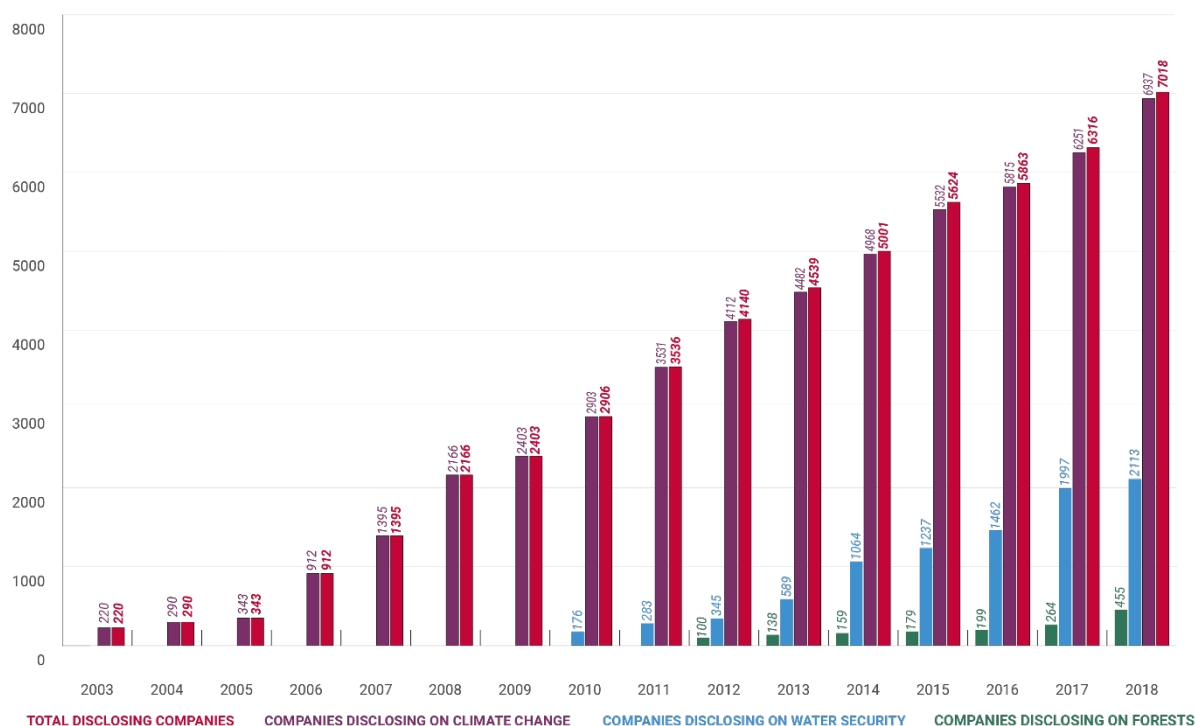
**Forests:** Deforestation and forest degradation account for approximately 10-15% of the world's greenhouse gas emissions. Addressing deforestation is therefore critical for meeting international ambitions to prevent dangerous climate change. CDP's work with forests acts on behalf of over 525 signatory investors, with US\$96 trillion in assets, who wish to understand how companies are addressing their exposure to deforestation risks.

CDP works to inform and engage:

**Companies:** For over a decade, CDP has worked with companies to catalyse action towards a more sustainable world. Companies that measure their environmental risk are better able to manage it strategically and those that disclose this information are providing decision makers with access to a critical source of global data that delivers the evidence and insight required to drive action. As such, CDP's 'A List' names the world's businesses leading on environmental performance.







**Supply chain:** From 2007, CDP has pioneered carbon footprint measurement and disclosure through company supply chains. Today 115 world-leading companies and organizations, with a combined annual purchasing spend of US\$3.3 trillion are requesting their global suppliers disclose climate risks and mitigation strategies through their disclosure system. The General Services Administration — the U.S. government’s leading procurer of goods and services – is now one of its members.

**Investors:** Investors are uniquely equipped to help mitigate environmental risks and push forward the low-carbon transition. CDP brings together asset owners, asset managers, banks and insurers to engage with companies on an industrial scale. Investors use our data on climate change, deforestation and water security to inform decision making, engage with companies, reduce risks and identify opportunities. Ultimately leading to a shift in capital from brown to green investments.

**Cities:** CDP provides the global platform for cities to measure, manage and disclose their environmental data. We work with over 620 cities measuring and disclosing environmental data each year to manage emissions, build resilience, protect themselves from climate impacts and create better places for people to live and work. CDP provides disclosure as a service to key cities organisations such as C40, Global Covenant of Mayors and ICLEI. These cities are disclosing over 8,000 urban sustainability actions, demonstrating their commitment to building a sustainable economy and tackling climate change. Cities are at the heart of the momentum towards mainstreaming environmental action and CDP presents our Cities data through an open data portal.

**Government:** Government action is critical to fighting environmental impacts. CDP helps policymakers to achieve their goals and protect the climate by providing data, insights and expertise gained through working directly with companies, investors, cities, states and regions to drive action and transparency.

**States and regions:** CDP provides a global platform for states and regions to measure, manage and disclose their environmental impacts. Over 120 state and regional governments disclose to CDP from 32 countries, representing over 672 million people and 21% of the global economy. CDP partners with The Climate Group on the Under2Coalition, nrg4SD on RegionsAdapt and the UNFCCC on NAZCA.

Action initiatives:

CDP, as part of the We Mean Business coalition, provides the central platform for businesses to follow the clear signal from governments around the world following lead towards a sustainable future.

- Set a science based target – Commit to adopt a science-based emissions reduction target to generate the innovations needed to transition to a low-carbon, sustainable economy
- Below50 – Help to grow the market for the world's most sustainable fuels – fuels producing at least 50% less CO2 emissions than conventional fossil fuels
- Electric vehicles – Commit to acceleration the transition to electric vehicles (EVs) and making electric transport the new normal by 2030
- Mainstream climate reporting – Commit to implement the TCFD recommendations within three years
- Technology partnerships – Learn about WBCSD's low-carbon technology partnerships initiative
- Improving energy productivity – Commit to improving energy productivity and align efforts with business growth and development objectives
- Removing short-lived pollutants – Commit to pragmatic and cost-effective measures that are available to target emissions in key sectors
- Remove deforestation from supply chains – Commit to removing commodity-driven deforestation from supply chains and to using low-carbon technologies
- Price on carbon – Carbon pricing systems encourage innovation and help ensure sustained economic competitiveness
- Responsible corporate engagement – Commit to responsible corporate engagement in climate policy
- Energy – Commit to using 100% renewable power or improving energy productivity
- Water security – Commit to improve water security

Financial information:

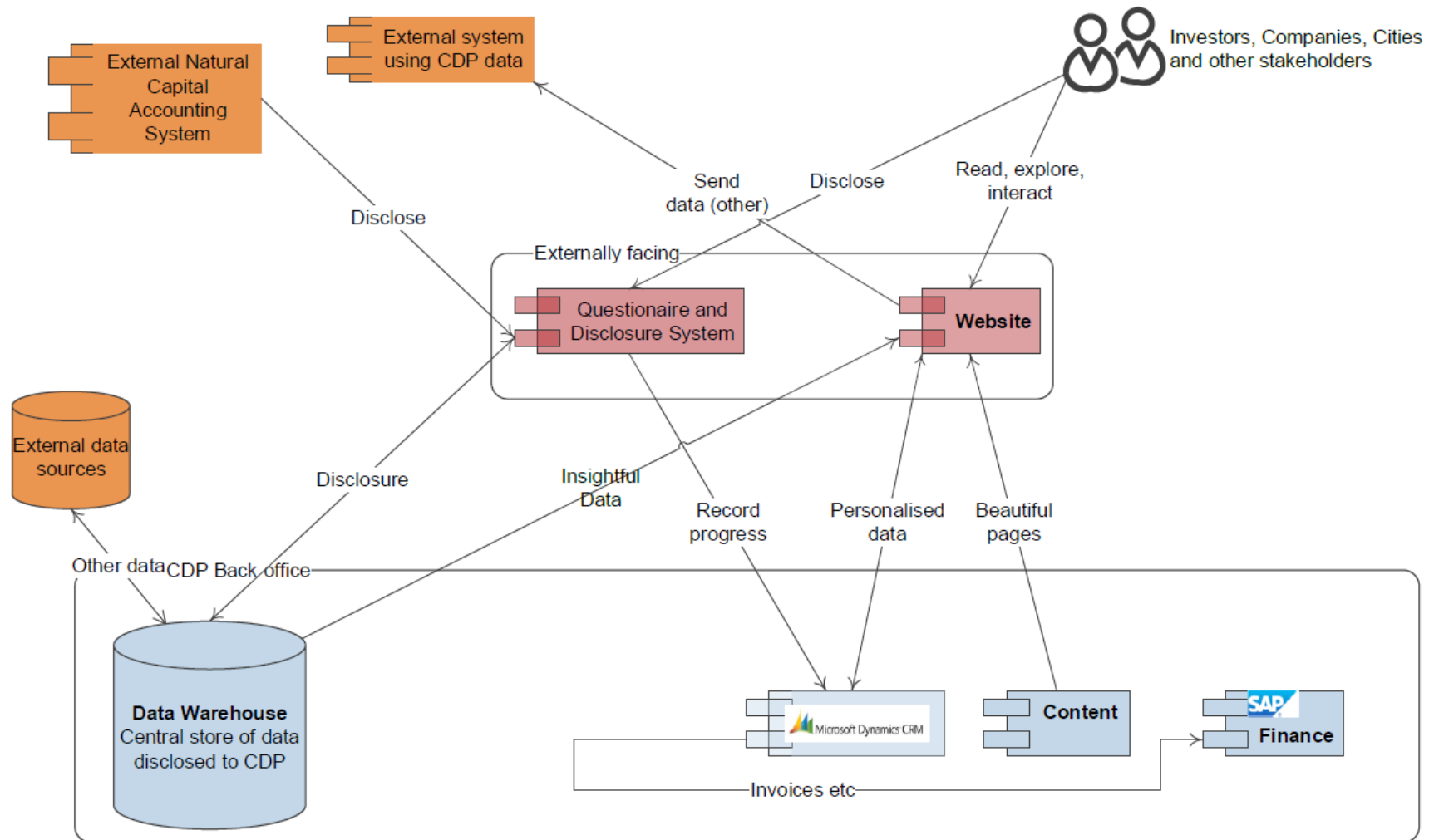
CDP's combined income in the year ending 31 March 2018 was £15m, from four main sources:

- Philanthropic and government grants - £8.4m (2016/17: £9.6m)
- Service-based activities principally supply chain, reporter services, corporate partnerships and sponsorships – £3.1m (2016/17: £2.5m)
- Other corporate-sourced income, including investor memberships, data sales and company responder and investor administrative fee - £2.6m (2016/17: £2.0m)
- An annual licence, royalty and reporting platform service fee ('LSF') received from our affiliate CDP North America, Inc - £0.9m (2016/17: £0.8m)



## CDP Data Management

This diagram may be instructive at illustrating the data management environment at CDP:





# THE ROLE

The Chief Information Officer (CIO) role is a new leadership role at CDP with primary accountability for both the organisation's end to end disclosure process and overall responsibility for its technology based resources.

## Key responsibilities

- Member of Executive Leadership team (ELT) with management and oversight of entire organisation:
  - shapes the strategy and external image of CDP
  - agrees organisational budget and resource plans
  - collaborates with other ELT members and senior staff to implement strategy
  - signs-off innovations with ELT
- Accountable for end to end disclosure process across CDP's operations. To include:
  - Data management and dissemination
  - Questionnaire design and guidance
  - Technology design and delivery
  - Scoring methodology and implementation
  - Disclosure operations services to stakeholders
- Oversee IT delivery for the entire organisation to ensure staff have the technology and support they need to do their work effectively

## Leadership

- The role will be responsible for ensuring a smooth and robust disclosure process that provides value to our stakeholders and supports the achievement of CDP's mission. The CIO will be responsible for ensuring innovation



is developed, managed and delivered into the operational process smoothly and appropriately and within available resources.

- The CIO will contribute to the development and implementation of CDP's aims and objectives and be responsible for the development and implementation of Information and Technology related strategies, including the oversight and review of key suppliers. CDP's technology stack includes the website, portal, outsourced online response system, data warehouse and data extract tool
- Lead the organisations data and analytics strategy, ensuring CDP's approach to managing, storing and providing data to our clients and stakeholders is conducted efficiently and effectively
- Provide strategic and operation leadership to the functions and teams under the CIO umbrella including, but not limited to, IT Director, Technical Director and Data Associate Director
- The CIO will champion, mobilise and measure business process improvements across CDP by leveraging the potential of technology to streamline activities and enhance efficiency
- The CIO will review the human, financial and physical resources of the CIO office and reconstitute these in order to deliver a coherent and relevant service, ensuring that such resources are utilised in the most effective manner
- The CIO will be responsible for leading any change programmes and/or major projects within the CIO remit and for any change programmes/major projects which have an Information and/or Technology agenda, take a lead in supporting these with appropriate project management processes
- Over time the CIO is expected to help evolve CDP's platform, questionnaires and promote innovation of the disclosure mechanism to maintain CDP's position as the leading environmental disclosure organisation

## Service Development

- The CIO will oversee the specification, procurement and implementation of the new systems, ensuring that this is delivered on budget (in terms of time and finances) and delivers a substantially enhanced user experience
- They will be responsible for reviewing and, as appropriate, rationalising the technology and other systems utilised by CDP in order to deliver more efficient and effective services, with improved user satisfaction
- They will be responsible for ensuring a strong understanding of staff demands and requirements (current and future) in order to ensure the services provided by Technology Services are relevant and appropriate
- They will collaborate with the stakeholder teams in CDP to ensure knowledge management and data are relevant and appropriately balanced, promoting access to resources
- They will engage with appropriate external bodies keeping abreast of external developments in order to promote new/innovative uses of technology and other resources in order to support/enhance the work of CDP

## Performance Management

- The CIO will flexibly manage the resources within the CIO office, providing effective and customer-centric services, achieving high levels of staff satisfaction
- They will be responsible for ensuring that strategies, policies, procedures and processes are relevant, consistent, up to date and conform with best practice
- They will be responsible for ensuring that the network, internet and other services are robust (in terms of availability, security, and compliance), with responsibility for all aspects of IT and related security including data security, disaster recovery and business continuity plans

## Others

- The CIO will work closely with HR, Finance, and others to ensure that appropriate technology solutions are selected
- They will also undertake any other reasonable duties required by the ELT including promoting the organisation externally in appropriate forums

# PERSON SPECIFICATION

## Experience

- At least 5 years' of operational leadership experience in a data organisation, registry or similar of comparable scale and complexity to CDP
- Familiarity with customer service operations in a b2b environment, experience with data management processes including information security, and technology leadership
- Demonstrable experience of leading technology, data strategy and innovation
- Experience in process design and implementation, quality delivery, operational planning and delivering innovation into operations
- Experience of commercialising the use of data is desirable
- Knowledge of environmental and accounting standards is desirable
- Understanding of capital markets is also desirable

## Knowledge, training and qualifications

- Degree-level (or equivalent) education
- Awareness of, and passion for, a wide range of industry trends, emerging technologies, and software development best practices
- Up-to-date knowledge of technology and information standards

## Skills & Attributes

- Collaborative leader and innovator
- Adept strategic thinker able to create a compelling vision and strategy
- Able to drive innovation through from conception to delivery, translating ideas into tangible outcomes
- Authentic leader able to provide clear direction and an empowered staff environment
- Strong communication skills to effectively engage and influence stakeholders
- Exceptional project management and organization skills
- Resilience and adaptability in managing through change and ambiguity





# TERMS OF APPOINTMENT

<b>Reporting:</b>	Reporting to the CEO and a Member of Executive Leadership Team (ELT) (one of seven)
<b>Location:</b>	Central London
<b>Salary:</b>	Competitive

## HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to CDP on this appointment.

Candidates should apply for this role through our website at **[www.saxbam.com/appointments](http://www.saxbam.com/appointments)**, using code XANBD.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **Monday 3rd June 2019**.

### GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



A full-page background image showing a fisherman in a traditional red robe and straw hat standing on a bamboo raft. He is holding a long wooden pole. Several cormorants are perched on the raft, including one on a large circular fishing net. The raft is on a calm body of water, reflecting the surrounding landscape. In the background, there are several sharp, conical karst mountains under a clear sky.

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