

ENTREPRENEUR, EXECUTIVE, BOARD ADVISOR

Founder and former Chair of the Board and CEO of the Sustainability Accounting Standards Board (SASB). Entrepreneur with deep sustainability competency and board governance experience. Prior to founding SASB, 20 years of global experience in sustainable development, CSR and climate change, and responsible investing. A track record of delivering results- from founding and managing a successful start-up to high impact projects that improve competitive and financial performance at the national, sector, and organization level through integrating material environmental, social and governance principles. Strategy, research and implementation, scenario analysis, technology assessment, creative process/operations improvement, business case development, and thought leadership. Proven ability to identify sustainability risks and opportunities across multiple industries and lines of business, prioritize and leverage investments, visualize sustainable solutions to complex development challenges, garner C-level consensus, and motivate teams to produce results.

KEY QUALIFICATIONS

- Professional Engineer in CA
- LEED Accredited
- Strategic Planning
- Technology Evaluation
- Board Advisory Services
- Sustainable Finance
- Responsible Investing
- Systems Level Change
- Leadership and Collaboration
- Materiality Assessment
- Start ups
- Sustainability Strategies

HARVARD UNIVERSITY, Cambridge, MA

Loeb Fellowship in Environmental Studies

ILLINOIS INSTITUTE OF TECHNOLOGY, Chicago, IL

Doctor of Philosophy– Environmental Engineering

MANHATTAN COLLEGE, Riverdale, NY

Bachelor of Civil Engineering and Masters of Environmental Engineering

PROFESSIONAL EXPERIENCE

SUSTAINABILITY ACCOUNTING STANDARDS BOARD San Francisco, CA

2011 – 2018

Founder, Chair, and Chief Executive Officer

Founder of a non-profit 501(c)3 focused on creation and dissemination of industry-specific sustainability standards for use by US publicly listed corporations to disclose their material environmental, social and governance impacts in Form 10-K filings. SASB enables peer-to-peer comparison on sustainability fundamentals for use by investors and the public.

- Led development of sustainability accounting standards for 79 industries across 11 sectors, establishing SASB as a globally recognized and respected component of 21st century market infrastructure.
- Achieved broad market buy-in, directing initial engagement with 2,800 professionals representing \$11T in market capitalization \$23T in assets under management, as well as deeper follow-up consultation with 141 companies, 19 industry associations, and 38 institutional investors.
- Planned and oversaw the development of key strategic partnerships, including with regulatory bodies (SEC, PCAOB), professional organizations (AICPA, CAQ, IMA, FEI, NACD), “Big 4” accounting firms, stock exchanges (NYSE, Nasdaq) and an Investor Advisory Group (IAG) comprised of 32 leading asset owners and asset managers collectively managing \$26T in assets.
- Attained early corporate adoption of SASB Standards among key industry leaders—including S&P 500 companies such as JetBlue, Nike, GM, NRG Energy, and Host Hotels & Resorts—setting the stage for broad market uptake.
- Conceived and developed plan to transition organization to self-sufficiency via earned income, leveraging SASB intellectual property to develop tools (e.g., Materiality Map, SICS), resources (e.g., publications), licensing opportunities (e.g., data providers, investible products), events (e.g., SASB Symposium), and educational programs (e.g., Fundamentals of Sustainability Accounting credential).
- Saw SASB’s approach validated by independent research from Harvard Business School, which used historical data

to determine that it yields outperformance for both companies and their investors—including sales, sales growth, return on assets, and return on equity, in addition to 4.8 percent improvement of risk-adjusted shareholder returns.

ARUP NORTH AMERICA, LTD San Francisco, CA

2002 – 2011

Principal

Leader of the management consulting practice in the Americas Region for Arup, a global engineering consultancy, with P/L responsibility. Directed projects for clients in the government, real estate, utilities, infrastructure, and manufacturing sectors focusing on strategy and implementation to achieve improved performance across the triple bottom line.

- Led strategic planning efforts to integrate sustainability across business lines and operating units, for clients such as NYPA, SFPUC, PMI, AMB, and SITRA. Strategy, implementation, evaluation, reporting, and change management.
- Worked with SITRA, the national venture capital fund of Finland, to evaluate replicable technologies, policies, and finance mechanisms to be deployed across their portfolio and to transform the building industry to low carbon.
- In partnership with The Climate Group, wrote “The Business Guide to the Low Carbon Economy: California.” Led climate action plans and evaluated climate risks and SEC disclosure requirements for global clients.
- Worked with the leaders of Arup’s 20 Global Lines of Business to integrate sustainability into service offerings and develop external value propositions and a toolkit for selling sustainability to clients.
- Thought leadership in developing Key Performance Indicators and evaluating the materiality of sustainability issues by sector, working with clients such as the Initiative for Responsible Investment at Harvard University and the Global Reporting initiative.
- Developed and launched methodology for optimizing High Performance Portfolios in the real estate sector, in accordance with the UN Principles for Responsible Investment.
- Led groundbreaking sustainable development projects from \$350M to over \$1.1B such as the California Academy of Sciences bid for LEED Platinum, and the redevelopment of Treasure Island, Hunters Point, Ecoblocks in China, and directed Arup’s pilot projects under the Clinton Climate Initiative Climate Positive Development Program.

RAZORFISH, San Francisco, CA

1998 - 2002

Director of Strategy – Digital Solutions

Advised corporate clients regarding digital strategies and sustainable solutions. Worked with a range of clients from startups to Fortune 10 to develop their web-based strategies for e-commerce, manufacturing, procurement, materials management (B to B exchanges), and marketing.

- Led numerous engagements involving operations review, market research, competitive assessments, economic valuation, and strategy formulation. Selected clients include Chemdex, Dell Ventures, McKinsey, 3Com, Cisco, Sun Microsystems, Bechtel Enterprises, TheScience, Palm, Genentech, and Ford.
- As an executive for strategic accounts, managed multidisciplinary teams to bring strategic ideas to fruition. Led teams of business strategists, interface designers, and technologists to create web-based and mobile solutions to improve business performance.
- Worked with VC firms to evaluate the viability of web-based product and service ideas with respect to market factors, consumer needs, and competitive positioning. Reviewed business plans and made recommendations with respect to technology strategy, revenue projections, and financial viability.
- For Dell Ventures, led strategic engagement to improve the efficiency of managing equity investments in supplier companies. Evaluated needs of 23 portfolio companies from initial investment through exit and developed business and communications strategy for web portal.

HARVARD UNIVERSITY, Cambridge, MA

1997 - 1998

Loeb Fellow – Academic Appointment

- Awarded prestigious Loeb Fellowship to conduct post-doctoral research and lecture in the Harvard Graduate School of Design. Focused on scenario planning and sustainable design. Produced conference on “Manufactured Sites: Designing Factories for the Future.” Contributing author to book of same name.

DELOITTE CONSULTING, San Francisco, CA

1994 - 1997

Management Consultant

Worked with clients in the manufacturing and infrastructure sectors to develop solutions to their financial, business process, strategic planning, and operational issues related to their environmental impacts.

- Conducted strategic environmental planning and business process redesign engagements for consumer products and high-tech clients such as Toshiba, Hewlett-Packard, Pacific Bell, Hughes Aircraft, and United Technologies. Developed initiatives to improve the environmental profile of products, shorten the new product development cycle,

- increase customer satisfaction, and manage impacts of supply chain.
- Developed and implemented DfE methodology to assess potential environmental impacts of products and facilities for use during the design and development phases. Applied the life cycle design framework for industrial clients to achieve increased quality and competitiveness.
- Assisted infrastructure clients such as the Puerto Rico Ports Authority (PRPA) to attract private investment and support long term development goals. Developed initiatives to improve bond ratings, obtain financing for development, improve cash flow from existing assets and form strategic private sector alliances.

MONTGOMERY WATSON, Walnut Creek, CA and Deventer, NL

1990 - 1994

Project Engineer and Director of European Projects

Held roles with increasing responsibility from field engineer, to project manager, to director of European Projects, working with industrial and manufacturing clients throughout the US and Europe to mitigate environmental risks.

- Conducted risk assessments and manufacturing audits for operating chemical and textiles manufacturing facilities in the US, Europe, UK and Brazil. Clients included ARCO Chemical, Agip, British Petroleum, Hewlett Packard.
- Conducted facility siting studies and implemented environmental management systems. Recommended environmental investments and reserves to account for liabilities.

SELECTED PUBLICATIONS, PRESENTATIONS, AND MEDIA COVERAGE

[“The 20 Most Influential People in ESG Investing.”](#) *Barron’s* (June 23, 2018)

[“Setting the Standard.”](#) Greentech Capital Advisors, *Sustainable Heroes* (Q1, 2018)

[On the Shoulders of Giants](#), Society for Progress acceptance speech delivered at INSEAD (June 16, 2018)

[“Profession in Focus.”](#) Center for Audit Quality, interview with Cynthia M. Fornelli (April 18, 2018)

[“Can the GRI and SASB reporting frameworks be collaborative?”](#) *GreenBiz*, dual Interview with GRI CEO Tim Mohin on the harmonization of sustainability reporting frameworks (January 2, 2018)

[Market Forces at Work](#), SASB Symposium opening remarks delivered at Fordham University (November 30, 2017)

[“The Next Phase in Sustainability Disclosure Is Coming.”](#) *Bloomberg*, interview with Emily Chasan (October 12, 2017)

[“Modernizing Markets Is a Collective—Not an Individual—Undertaking.”](#) *The Huffington Post*, op-ed on the need for collective action to move markets (September 8, 2017)

[Sustainability Accounting: From Earth Day to Every Day](#), Meonske Professional Development Conference keynote address delivered at Kent State University (April 27, 2017)

[“Sustainability Accounting Standards Represent Market — Not Regulatory — Forces at Work.”](#) *Investor’s Business Daily*, commentary on how investors view sustainability issues as business issues (April 25, 2017)

[“What’s Next for Standard Setting at SASB?”](#) *Financial Advisor Magazine*, interview with Paul Ellis about the future of SASB (April 11, 2017)

[Beginner’s Mind: The Essential Point of View for Innovation](#), speech on innovation to commemorate the 10-year anniversary of the Center for Audit Quality (January 30, 2017)

[Sustainability Accounting, Corporate Governance, and Public Policy](#), speech delivered at the University of Tennessee’s C. Warren Neel Corporate Governance Center (January 27, 2017)

[“Investors Will Get the Corporate Sustainability Disclosure They Want.”](#) *The Hill*, op-ed on the future of corporate sustainability disclosure and an analysis of public comments on the SEC’s Regulation S-K Concept Release (December 19, 2016)

[“Investors Want More Firms to Be More Open. This Nonprofit Is Trying to Make It Happen.”](#) *New York Times*, feature on SASB’s impact on the capital markets (November 15, 2016)

[“Sustainability Disclosure: A Matter of Public Trust,”](#) *CFO Magazine*, op-ed co-written with Alan Beller about the need for more transparency around sustainability in the market (October 31, 2016)

[“Millennials and Women Redefine What It Means to Be a Reasonable Investor”](#) *Institutional Investor*, article about changing demographics and expectations in financial markets (October 20, 2016)

[“To Price Sustainability Risk, You Need an Industry View,”](#) *Institutional Investor*, article about the need to translate sustainability into the language of financial analysis (August 23, 2016)

[“Climate Risk Is Poorly Represented in Company Financial Filings,”](#) *Scientific American*, article on incomplete disclosure of climate-related risks in SEC filings (August 11, 2016)

“Measuring What Matters: Industry Specificity Helps Companies and Investors Gain Traction on Sustainability” *Journal of Applied Corporate Finance*, article co-written with former FASB Chairman Robert Herz about the need for an industry-specific lens on sustainability (July 11, 2016)

[“The Next Frontier in Sustainability”](#) *Strategic Finance*, article about the future of corporate sustainability accounting (June 1, 2016)

[“5 Market Problems the SEC Can Help Solve Through Regulation S-K,”](#) *The Huffington Post*, op-ed on the SEC’s Regulation S-K Concept Release and how it relates to sustainability reporting (May 13, 2016)

[“SASB Completes Provisional Sustainability Standards,”](#) *Accounting Today*, announcement about SASB completing development of provisional sustainability accounting standards for 79 industries in 10 sectors (April 7, 2016)

[“Give Stockholders Better Tools to be Socially Responsible Investors,”](#) *MarketWatch*, op-ed co-written with Lisa Woll on increasing corporate transparency on ESG data to improve investor decision making (March 8, 2016)

[“Integrated Reporting: Solution to a Global Reporting Challenge,”](#) *The Huffington Post*, op-ed co-written with Paul Druckman of IIRC (March 3, 2016)

[“Better than boilerplate: More detailed disclosures benefit investors.”](#) SASB website, blog post on academic research showing improved risk assessment and price discovery with more detailed disclosure (September 25, 2015)

[“Why Investors Can’t Avoid Climate Risk by Divesting,”](#) *Wall Street Journal*, op-ed on the ineffectiveness of divestment strategies when risks are systematic (September 14, 2015)

[“Why Investors Should Look Beyond a Company’s Financials,”](#) *Fortune Magazine*, op-ed on the importance of intangible assets to a company’s valuation (August 11, 2015)

[“To Serve Investors, Accounting Must Evolve,”](#) *Accounting Today*, op-ed about the market need for sustainability accounting. (May 5, 2015)

“Organizations need to account for all forms of capital,” *The CPA Journal*, article on the need for companies to look beyond traditional financial metrics (April 2015)

[“A Good Corporate Accounting of Social Costs is Needed”](#) *New York Times*, op-ed dispelling the notion that sustainability performance is incompatible with fiduciary duty (April 16, 2015)

[“Focusing Corporate Sustainability Ratings on What Matters,”](#) *The Huffington Post*, op-ed co-written with Allen White on the need for better sustainability ratings (April 15, 2015)

[“The Environment and the Bottom Line,”](#) *Wall Street Journal*, interview with Jeffrey Ball at ECO:nomics conference (March 30, 2015)

[“Focus on Materiality or Be Blinded by the Light,”](#) SASB website, blog post on the importance of materiality to help balance transparency and privacy in capital markets (March 16, 2015)

[“The SEC and Capital Markets in the 21st Century: Evolving Accounting Infrastructure for Today’s World,”](#) *Brookings Institute*, paper co-authored with Robert Eccles on the history of the U.S. capital markets, securities law, and accounting infrastructure (September 23, 2014)

[“Taking Impact Investing and Accounting Full Tilt,”](#) *Stanford Social Innovation Review*, article co-authored with Clara Miller on the role of philanthropic foundations in impact investing (July 18, 2014)

“Corporate Disclosure of Material Information: The Evolution—and the Need to Evolve Again,” *Journal of Applied Corporate Finance*, paper co-authored with former FASB Chairman Robert Herz on the evolution of accounting standards (December 23, 2013)

[“What Is Integrated Reporting?”](#) *Nasdaq*, interview about the complementary approaches of sustainability accounting and integrated reporting (June 4, 2013)

[“U.S. Companies urged to put natural capital in accounts,”](#) *Financial Times*, interview about SASB (June 24, 2012)

[“The Need for Sector Specific Materiality and Sustainability Reporting Standards,”](#) *Journal of Applied Corporate Finance*, article co-authored with Robert Eccles, Mike Krzus, and George Serafeim on applying an industry lens to sustainability (Spring 2012)

From Low Carbon to No Carbon, featured speaker at [Low2No Conference](#) in Helsinki, Finland, sponsored by Sitra, the Finnish Innovation Fund (February 2011)

[“Integrated Reporting and Key Performance Indicators,”](#) section co-authored with Steve Lydenberg in the Harvard Business School e-book *The Landscape of Integrated Reporting: Reflections and Next Steps* by Robert G. Eccles, Beiting Cheng, and Daniela Saltzman (November 22, 2010)

[“From Transparency to Performance: Industry-Based Sustainability Reporting on Key Issues,”](#) *Hauser Center for Nonprofit Organizations and the Initiative for Responsible Investment, Kennedy School of Government at Harvard University*, paper co-authored with Steven Lydenberg and David Wood (June 2010)

From Transparency to Performance: Industry-Specific Key Performance Indicators, featured speaker at TBLI (Triple Bottom Line Investor) Conference in London (November 2010)

[Metrics for Responsible Property Investing: Developing and Maintaining a High-Performance Portfolio](#), Urban Land Institute’s Responsible Property Investing Council, paper co-authored with Lisa Galley and David Wood (November 2009)

“A More Durable Green,” *Risk and Insurance*, interview with Matthew Brodsky about green building, sustainability, carbon footprints, and loss prevention (October 2009)

[“The Art and Science of Renzo Piano,”](#) PBS Series *e² Design* (Season 3, Episode 4), featuring Dr. Rogers on the sustainable design of the California Academy of Sciences, narrated by Brad Pitt (2009)

The Green Dragon, Green Dragon Media Project, film telling the story of a turning point in the great urbanization of China, featuring Dr. Rogers on sustainable development (2008)

[“The Business Guide to the Low Carbon Economy: California,”](#) paper on California’s low-carbon future co-authored with The Climate Group (2008)

[Sustainable Development: From Changing the Environment, to Changing Behavior](#), speech delivered as the annual Stephan Weiss Visiting Lectureship at The New School for Design (February 27, 2007)

[“A Sustainable Business Model for GRI,”](#) *Arup Journal*, white paper co-authored with Andrea Fernandez explores how GRI can remain independent while developing a new set of sustainability reporting guidelines (G3) (March 2005)

“We have financial fundamentals, so why not sustainability fundamentals?” *Ethical Corporation*, commentary on how public disclosure of sustainability fundamentals can drive performance (February 2005)