

ZARA USMAN PMP,FSA

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ESG & SUSTAINABILITY | REPORTING | STRATEGIC ESG LEADER

PROFESSIONAL SUMMARY

Strategic sustainability and international development leader with 10+ years of experience designing, implementing, and evaluating environmental, climate, and sustainable development initiatives across complex organizations and development programmes. Demonstrated expertise in evaluating projects applying results-based management (RBM), Theory of Change methodologies, and SMART indicators to assess effectiveness, impact, and organizational performance.

Proven track record of translating ambitious sustainability and development goals into operational programs, technical accounting frameworks, governance structures, and measurable outcomes. Extensive experience building and managing data-driven systems and internal controls to monitor environmental performance, validate supplier and Scope 1–3 emissions data, support energy and carbon reduction strategies, and inform evidence-based decision-making through rigorous quantitative and qualitative analysis.

Deep expertise in corporate greenhouse gas accounting, sustainability metrics, life-cycle considerations, emissions allocation methodologies, and reporting frameworks, ensuring methodological rigor, documentation integrity, audit readiness, and alignment with GRI, SASB, TCFD, and emerging regulatory standards. Highly skilled at assessing, triangulating, and reconciling information from multiple sources to generate actionable insights, strengthen accountability, and support evidence-based policy and operational decisions.

Collaborative and results-oriented leader with strong programme management, stakeholder engagement, and process improvement capabilities. Experienced working across large, matrixed organizations to embed sustainability into operations, procurement, capital planning, and enterprise reporting while establishing scalable monitoring systems, standard operating procedures, and governance mechanisms that deliver measurable results on time and within budget.

AREAS OF EXPERTISE

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|------------------------------|---|--------------------------------|-----------------------------------|
| ✓ Data Governance & Controls | ✓ Decarbonization Strategy | ✓ Regulatory Compliance (SBTi) | ✓ GHG Accounting and Verification |
| ✓ Sustainability Reporting | ✓ Data Integrity and Assurance | ✓ Program Management | ✓ Stakeholder Engagement |
| ✓ SOP Development | ✓ ESG Audit & Third Party Assurance Support | ✓ Results Based Management | ✓ SMART Indicators |

SOFTWARE AND INSTRUMENTATION

- **ESG Platforms & Systems:** Workiva, Greenstone, ESG Data Management Systems, Salesforce Net Zero Cloud
- **Project Management:** Microsoft Project, Jira, Asana, SharePoint
- **Analytics & Reporting:** Microsoft Office Suite (PowerPoint, Excel, Word, Outlook, Visio), Power BI, SQL
- **Standards & Frameworks:** ISSB, GRI, SASB, UN SDGs, TCFD, OSFI Guideline B-15, GHG Protocol, CDP, SBTi, ISO 14001

PROFESSIONAL EXPERIENCE

E & S Specialist (Consultant)– International Finance Corporation (World Bank Group)- Nov 2024 – Present

- Collaborate with cross-functional developers, data scientists, and ESG specialists to integrate sustainability intelligence and internationally recognized ESG frameworks (ISSB, GRI, SASB, CSRD, and TCFD) into AI-enabled sustainability analytics and reporting platforms.
- Provide subject matter expertise on ESG materiality, taxonomy mapping, sustainability indicators, and environmental and social performance standards to strengthen data models, AI algorithms, and ESG risk assessment methodologies.
- Advise product managers on embedding climate risk metrics, greenhouse gas accounting methodologies, environmental safeguards, and sustainability performance indicators into the MALENA platform to support investment decision-making and portfolio monitoring.
- Develop sustainability content logic, quality assurance protocols, and reporting methodologies to ensure system outputs align with international sustainability disclosure standards, corporate reporting requirements, and best practices.
- Partner with IFC investment and advisory teams to identify opportunities where sustainability data automation enhances ESG due diligence, impact assessment, portfolio monitoring, and evidence-based investment decisions.
- Support the development and application of results-based management (RBM) approaches, Theory of Change frameworks, and SMART indicators to strengthen project monitoring, evaluation, and impact measurement across environmental and social initiatives.
- Contribute to the evaluation of development projects financed by the World Bank Group by assessing environmental, social, climate, and sustainability performance against established objectives, safeguards, and results frameworks.
- Apply strong analytical skills to assess, reconcile, and triangulate quantitative and qualitative information from multiple data sources, improving the accuracy, consistency, and reliability of sustainability and development performance reporting.

Senior Project Manager – Morningstar – Sept - 2021 – Present

Operationalized ESG strategies across global operations with hands-on experience managing ESG programs including ESG data collection and reporting, setting up and maintaining data systems, processes, and project management related to corporate ESG strategy and targets

- Led collection and validation of Scope 1, 2, and Scope 3 emissions data, including supplier- and travel-related categories, applying GHG Protocol allocation methodologies.
- Partnered with procurement and external suppliers to improve data transparency, clarify reporting expectations, and strengthen upstream emissions data quality.
- Developed structured communication materials and guidance documentation to standardize sustainability data submissions across business units and suppliers.
- Built cross-functional relationships to ensure timely, accurate sustainability data delivery aligned with corporate climate commitments.
- Designed and implemented centralized ESG data collection frameworks across global operations, establishing validation protocols to ensure accuracy, completeness, and auditability of environmental data.
- Produced annual corporate GHG inventories, including Scope 3 category analysis and allocation methodologies, supporting climate target tracking and executive reporting.
- Provided technical guidance on complex carbon accounting scenarios, including emissions allocation, boundary setting, and methodology updates.
- Integrated sustainability accounting practices aligned with GHG Protocol, TCFD, SASB, and emerging ESRS requirements.
- Designed and operationalized internal controls over sustainability data, implementing validation checks, documentation standards, and QA review cycles to strengthen data reliability.

- Established audit-ready documentation processes, improving third-party assurance preparedness and control traceability.
- Developed comprehensive documentation of sustainability methodologies, data sources, calculation approaches, and control frameworks.
- Authored and maintained Standard Operating Procedures (SOPs) for ESG data collection, validation, and reporting.
- Led annual sustainability disclosures aligned with GRI, SASB, TCFD, and regulatory guidance.
- Translated complex environmental data into executive-ready insights supporting enterprise risk management and climate strategy.

Sustainability Project Manager – Pacific Life - Sept 2018 - Sept 2021

Managed ESG programs in financial services industry with hands-on experience in ESG data collection and reporting, demonstrating strong familiarity with ESG frameworks including GRI, SASB, TCFD, and UN SDGs while operationalizing ESG strategies

- Acted as focal point for collecting and filing ESG related material and data, setting up and maintaining data collection systems and processes related to corporate ESG strategy demonstrating knowledge of rules, regulations, and trends in ESG space for financial services
- Developed ESG data systems and reporting processes, working with internal partners to identify gaps and improve collection and reporting efficiencies while maintaining data integrity and accuracy
- Developed and presented ESG reports and presentations for various audiences including leadership, translating complex sustainability concepts into straightforward terms while demonstrating excellent analytical and communication skills
- Completed peer benchmarking on ESG topics and participated in industry engagement activities, demonstrating results-oriented approach with project management skills and ability to meet established schedules and deadlines

ESG Specialist – ISS ESG – Jan 2018 – Sept 2018

Served as Subject Matter Expert to institutional investors on Environmental, Social, and Governance risks and opportunities, bridging client needs with product development while managing thought leadership initiatives.

- Acted as a Subject Matter Expert (SME) to various Institutional investors, including asset owners and asset managers, on various topics related to Environmental, Social and Governance risks and opportunities
- Served as a bridge between the ESG product team and our various institutional clients, by understanding the breadth and depth of client's use case and communicated it to the product team to inform product development or enhancement
- Proactively monitored client satisfaction and managed client inquiries in a prompt and efficient manner
- Managed and contributed to various Thought Leadership pieces discussing ESG integration into investment processes and analysis
- Prepared and presented detailed data reports showcasing investment risks and opportunities
- Queried and updated ESG data management platform - Datadesk (ISS ESG database)

Business Analyst –RBC – Feb 2015 – Dec 2017

Work as liaison between business and technical teams on delivery of wealth management sustainability initiative, managing end-to-end requirement delivery throughout project lifecycle.

- Conducted User Acceptance Testing (UAT) to ensure the modifications satisfied the needs as specified in the functional requirements
- Provided clarification on data sources and supported the resolution of stakeholder questions and concerns
- Developed and managed Service Level Agreements (SLAs), Operation Level Agreements (OLAs), and Key Performance Indicators (KPIs) for vendor systems, while closely monitoring their adherence
- Elicited, analyzed, and converted business needs into requirements to develop Business Requirement Documents

EDUCATION

- **Master of Studies, Sustainability Leadership (In View)**, University of Cambridge, United Kingdom
- **Postgraduate Certificate in Sustainable Business (PCSB)**, University of Cambridge, United Kingdom

- **Bachelor of Arts (Economics)**, University of Manitoba, Canada
- **Certificate in Advanced Business Analysis**, International Institute of Business Analysis (IIBA)
- **MicroMasters – Data, Economics, Development & Policy**, Massachusetts Institute of Technology (MIT)

CERTIFICATIONS

- **Fundamentals of Sustainability Accounting (FSA) Credentials**, Sustainability Accounting Standards Board
- **Project Management Professional (PMP)**, Project Management Institute
- **Certified Scrum Professional**