

Overview

This standard is about managing Corporate Social Responsibility (CSR). You review and develop your organisation's CSR policy and objectives with stakeholders. You also evaluate the impact that your organisation has on the environment, sustainability, local community and wider society to identify how it can become more beneficial. You check that the CSR policy aligns with business activities and communicate the details to stakeholders. The standard includes supporting initiatives that create value for your organisation, monitoring compliance with the CSR policy, and defining actions to ensure that objectives are met. You communicate progress and achievements to stakeholders and revise the policy following feedback and changes in the operating environment.

This standard is for all managers and leaders.

Performance criteria

You must be able to:

1. review your organisation's CSR policy and objectives by engaging with colleagues and stakeholders
2. develop your organisation's CSR policy and objectives by collaborating with colleagues
3. evaluate the impact of your organisation on the environment, sustainability, the local community and society as a whole
4. identify ways in which your organisation's impact can be more beneficial
5. check that your CSR policy and objectives reflect your organisation's vision and values and its legal, ethical, social and environmental responsibilities
6. communicate your CSR policy and its benefits to colleagues and stakeholders
7. check that your organisation's normal business activities comply with your CSR policy (employment, selection of collaborators, suppliers, use of resources, health and safety)
8. support initiatives which create shared value for your organisation, the community and the wider social and physical environment
9. monitor compliance with your CSR policy and progress towards its objectives
10. define actions to ensure that objectives are met
11. provide advice, guidance and support towards achieving CSR objectives, when required
12. report progress towards your CSR objectives to stakeholders and ask for feedback
13. communicate the achievement of your CSR objectives to stakeholders
14. revise your organisation's CSR policy and objectives, using results, feedback from stakeholders and changes in the operating environment

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1. the range of corporate social responsibility (CSR) principles, methods, tools and techniques
2. how to engage a range of stakeholders in CSR including colleagues, customers, investors, suppliers, communities, regulators, special interest groups and society
3. how to measure the impact of your organisation on the environment, the local community and society
4. the principles and methods of effective communication and negotiation, and how to apply them when collaborating with colleagues and stakeholders
5. the different consensus-building principles, methods and techniques
6. the principles of sustainability
7. how to monitor compliance with the CSR policy
8. how to provide people with the advice, guidance and support they need
9. how to evaluate the effectiveness of a CSR policy
10. how to report achievement of, and progress towards, CSR objectives

Industry and sector specific knowledge and understanding

11. the legal, organisational, codes of practice and policies relevant to your role and the activities being carried out

Context specific knowledge and understanding

12. the colleagues within your area of work, their roles, responsibilities, competences and potential
13. your organisation's legal, ethical, social and environmental responsibilities

14. your organisation's stakeholders, their interests and expectations
15. your organisation's values, vision, activities and operating environment

Skills

1. Assessing
2. Balancing competing needs and interests
3. Building consensus
4. Communicating
5. Consulting
6. Evaluating
7. Influencing
8. Inspiring
9. Involving others
10. Leadership
11. Monitoring
12. Networking
13. Persuading
14. Presenting information
15. Reporting
16. Reviewing
17. Setting objectives

Manage Corporate Social Responsibility (CSR)

Developed by	Skills CFA
Version Number	1
Date Approved	12 Feb 2021
Indicative Review Date	01 Mar 2026
Validity	Current
Status	Original
Originating Organisation	Instructus
Original URN	CFAM&LBB3
Relevant Occupations	Managers and Senior Officials
Suite	Management and Leadership
Keywords	Management & leadership; corporate social responsibility
