

THE 7 ROLES OF THE CSR MANAGER

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About us



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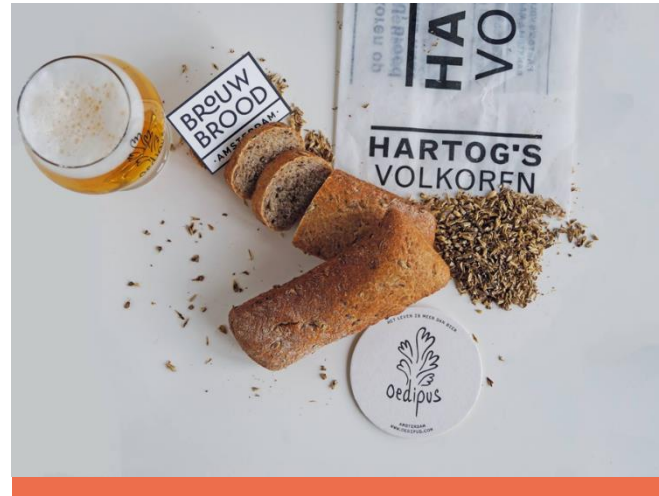
Board member: a.o Greendeal Board

Working with CSR managers

TheRockGroup: *Driving sustainable business*



Sustainability Strategy and Implementation



Sustainable Business Development



Education



Missing today



Carola Wijdoogen

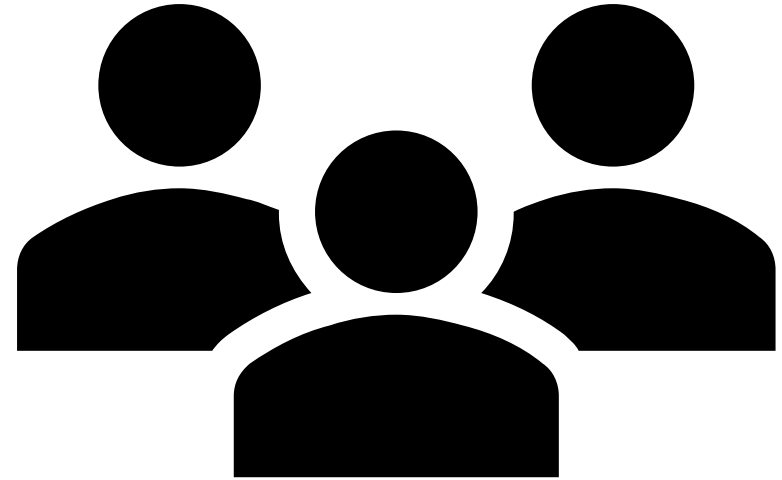
NS Dutch Railways

Chief Sustainability Officer NS
CSR manager the year 2014
Author of 'MVO doe je Zo'
Visiting Fellow Yale University



Who is in the audience ?

- Active in the field of sustainability ?
- CSR manager ?
 - > 1 year experience
 - > 5 years experience
 - > 10 years experience
- Considering entering the CSR field ?



The CSR managerlarge variety...

Experience

- New on the job
 - First job / first job in CSR
- > 15 years on the job

Accountability

- End responsible
- Part of a CSR team

Company

- Small, large
- Local, multinational
- Starting with CSR
- Mature in CSR
- Industry game changer



Corporate sustainability practically applied

- Why? Bring the profession to maturity
- Dutch version 'MVO doe je Zo' published
- 'CSR/O applied' based on:
 - Experiences as NS CSR manager
 - Input from 6 experienced CSR managers's
 - Real life cases
 - Tips

Research

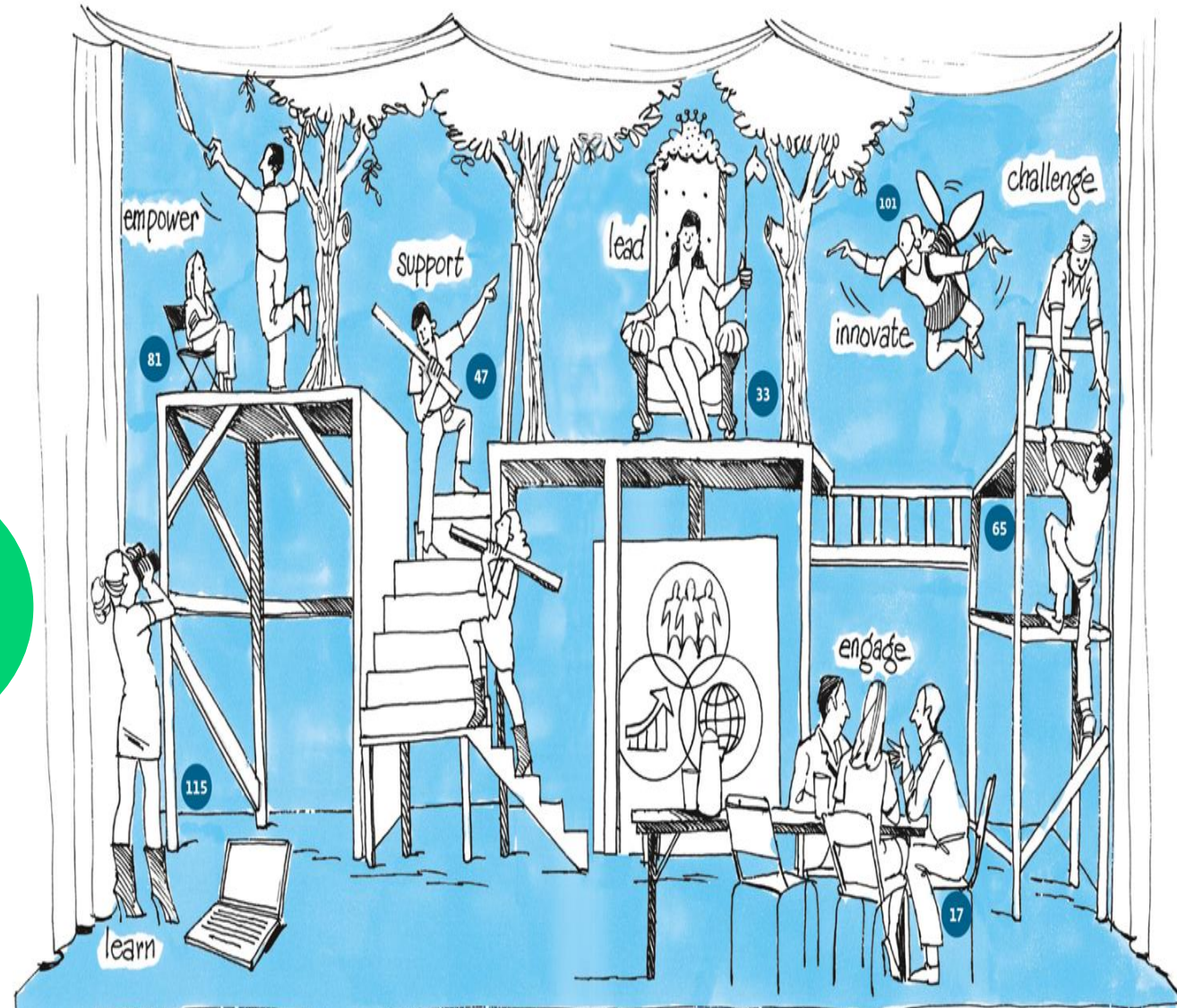
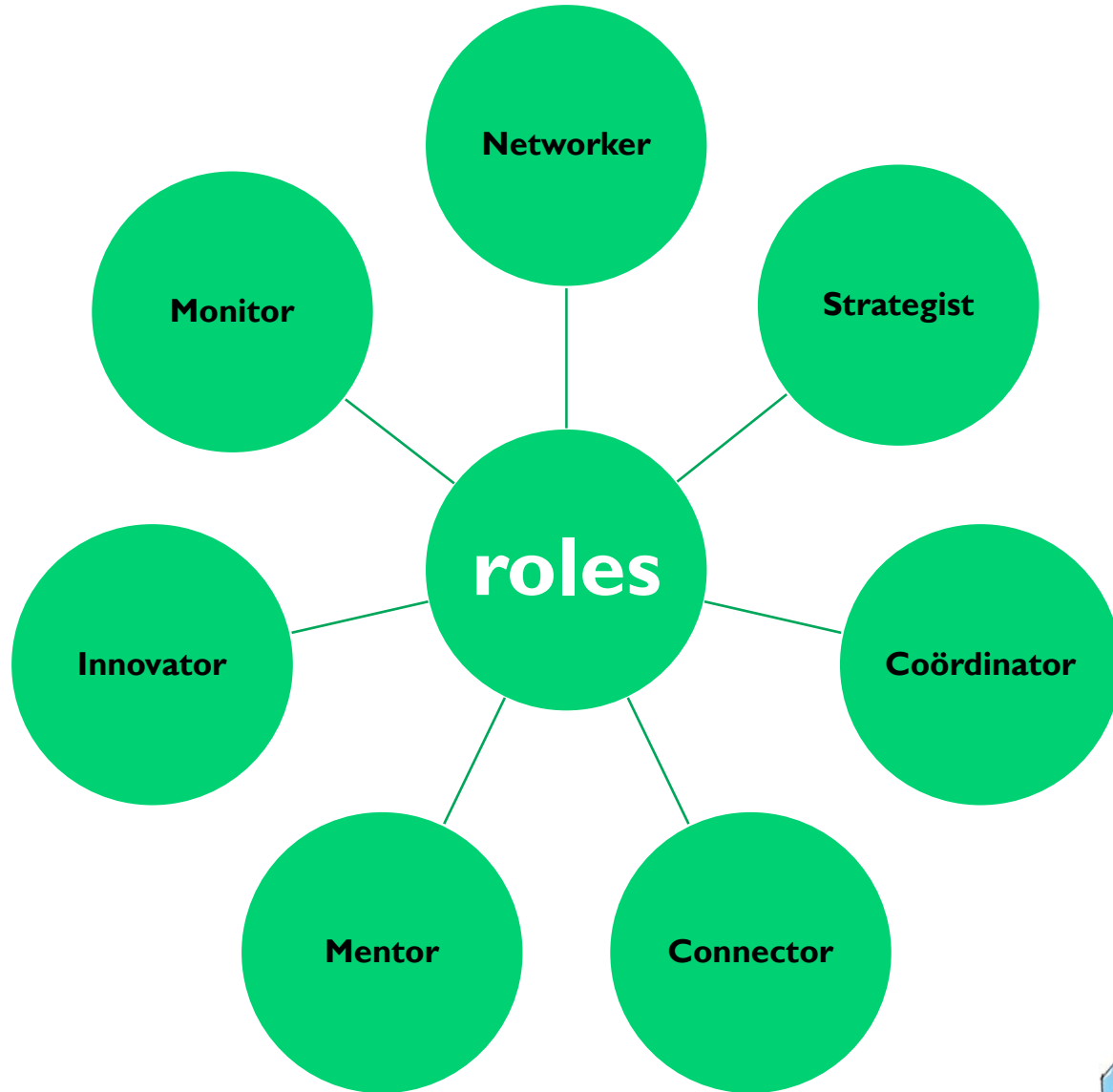
- The 7 roles of the CSR manager
- Confirmed in EU and US



Found 7 roles for the CSR manager



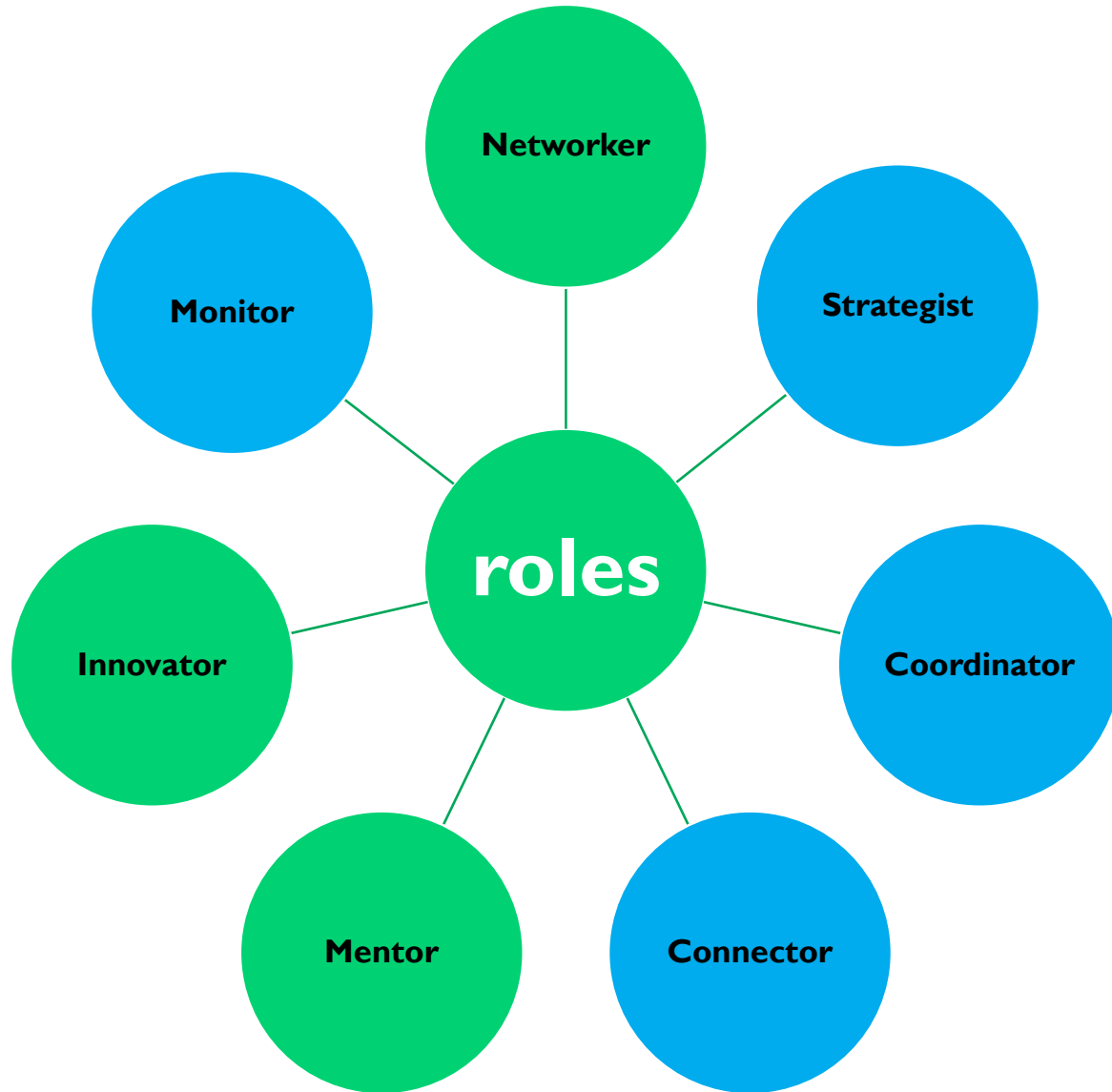
7 roles



7 roles

Networker	Engage and grow the network
Strategist	Lead for strategy
Coordinator and Initiator	Support implementation
Stimulator and connector	Challenge to inspire and connect
Mentor	Empower others for success
Innovator	Innovate for continuous renewal
Monitor	Learn from reporting

Roles and SDGs: variety of roles needed



Implementation of SDGs require for focus on the following roles:

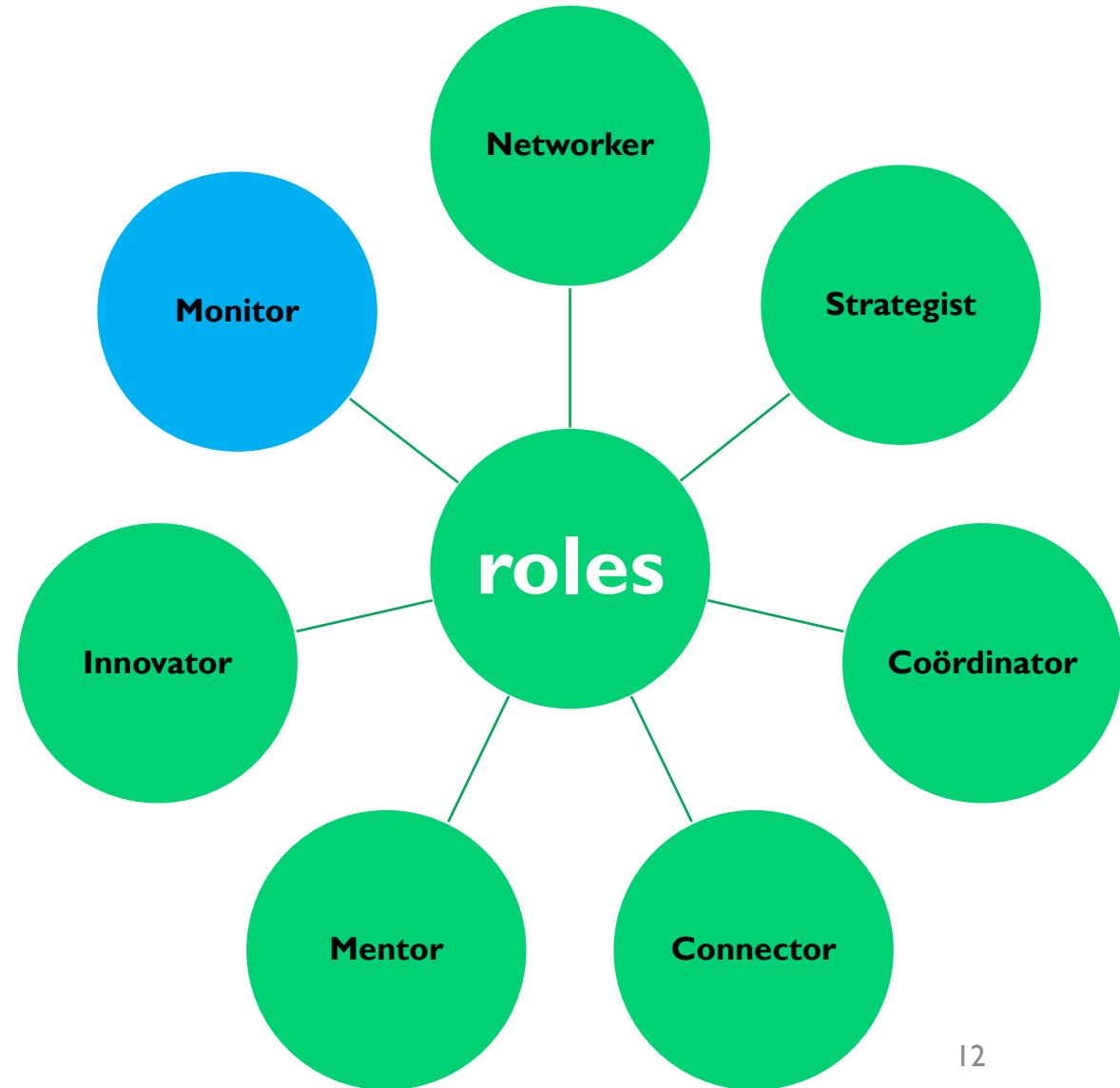
- Strategist
- Connector
- Coordinator
- Monitor

Agree ?

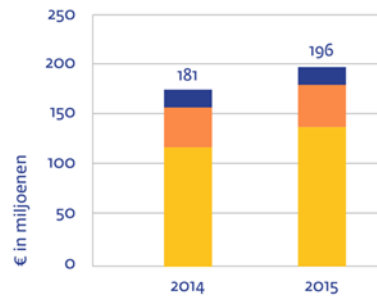


Dig into the roles...monitor role

- Monitor role often under estimated
- Measurement, reporting, evaluate and ... improvement
- For improvement other roles needed



Positieve impact
ten opzichte van auto

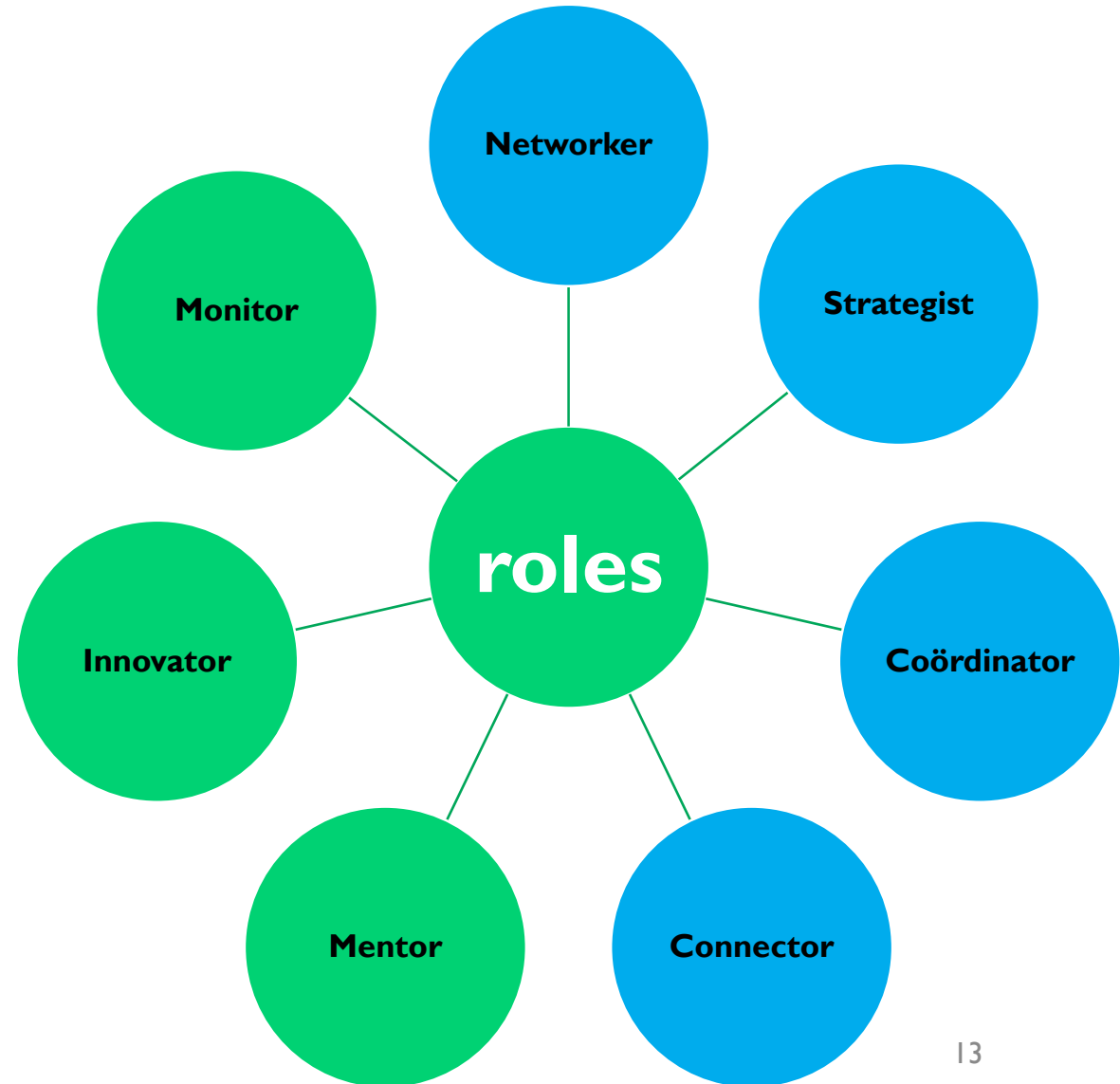


	2014	2015
■ Vermeden geluid tov auto	12	13
■ Vermeden landverbruik tov auto	48	49
■ Vermeden emissies tov auto	121	134

Example: First Solar

- Sustainable strategy for First Solar
- Business Case
- Community acceptance

- Roles:
 - Strategist
 - Connector (and stimulator)
 - Coordinator
 - Networker

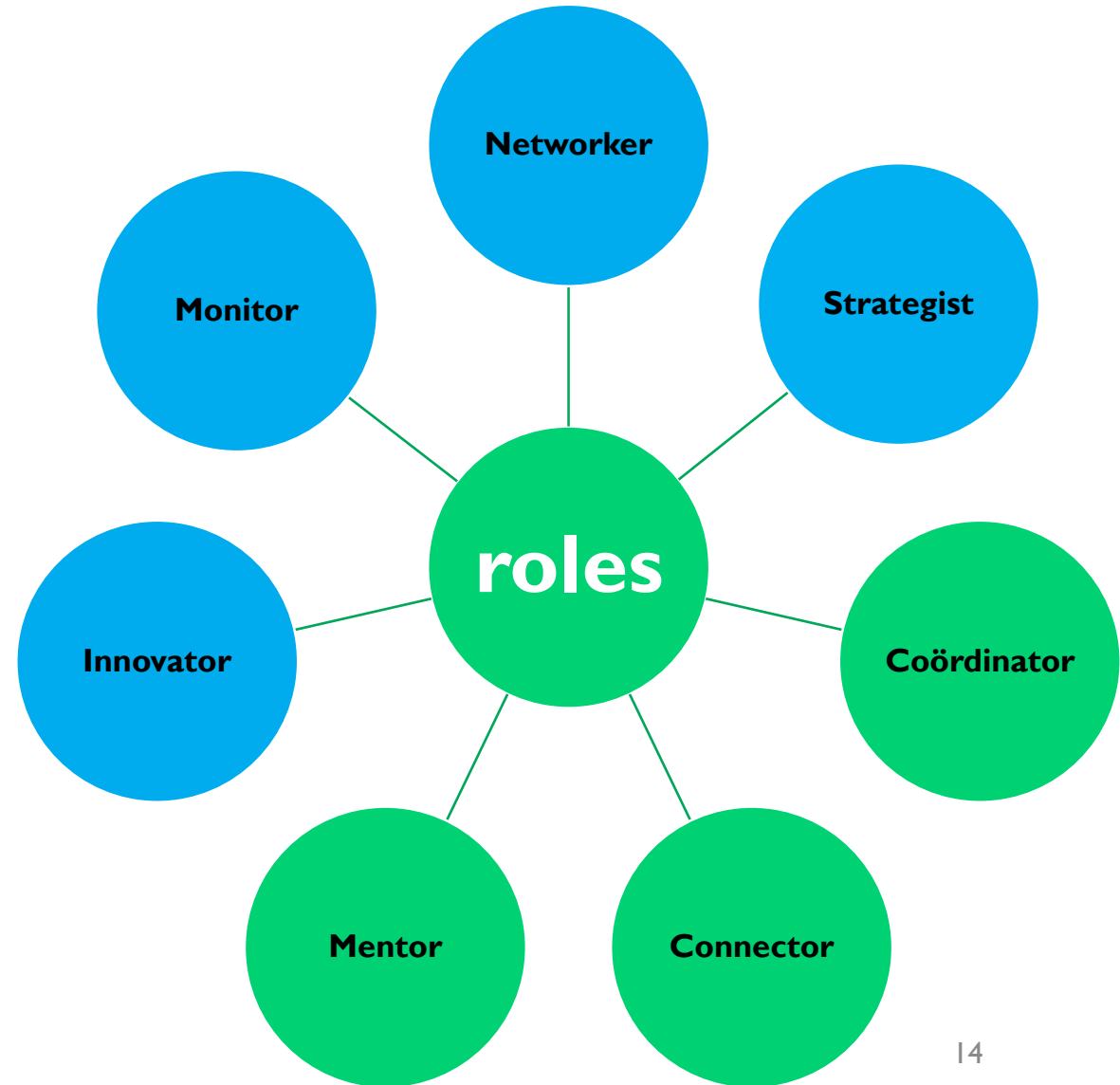


Dig into the roles...climate neutral....

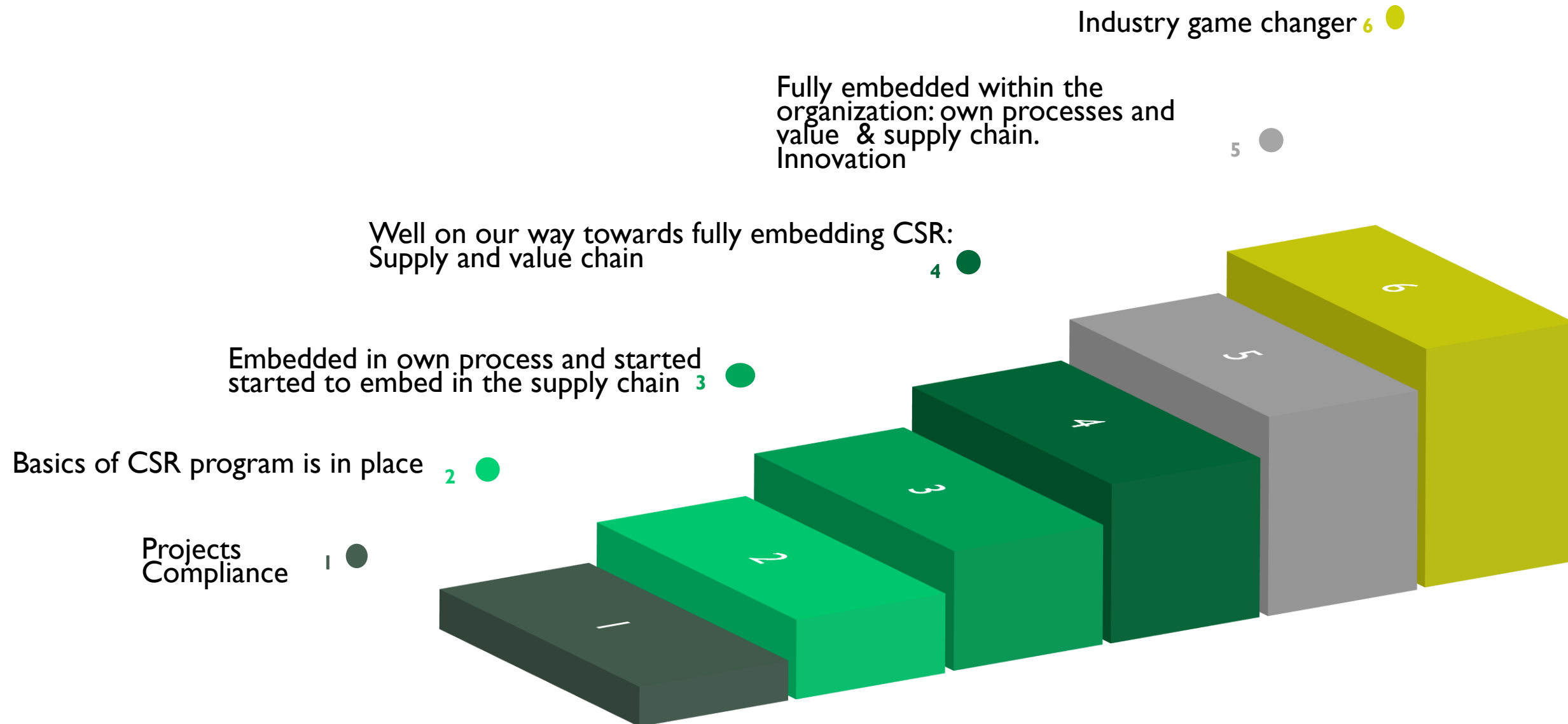


Case:

- NS Dutch Railways **top 3 largest** electricity users in the Netherlands
- **Strategy:** climate neutral
- Internal NS: **facts and alignment**
- **Engaged** the sector & ngo's
- **Innovative** tender
- **Result:** first country in the world where all trains run on windpower!



Roles changes over sustainability maturity



Input from participants

1. Do you recognize the 7 roles? (Yes/No)
2. Is there a role you miss ?
3. Which role you deem currently as most important ? 1-7
4. Which role will become more important in the future ? 1-7
5. In which role would you like to develop yourself ? 1-7



Outcome of our discussion

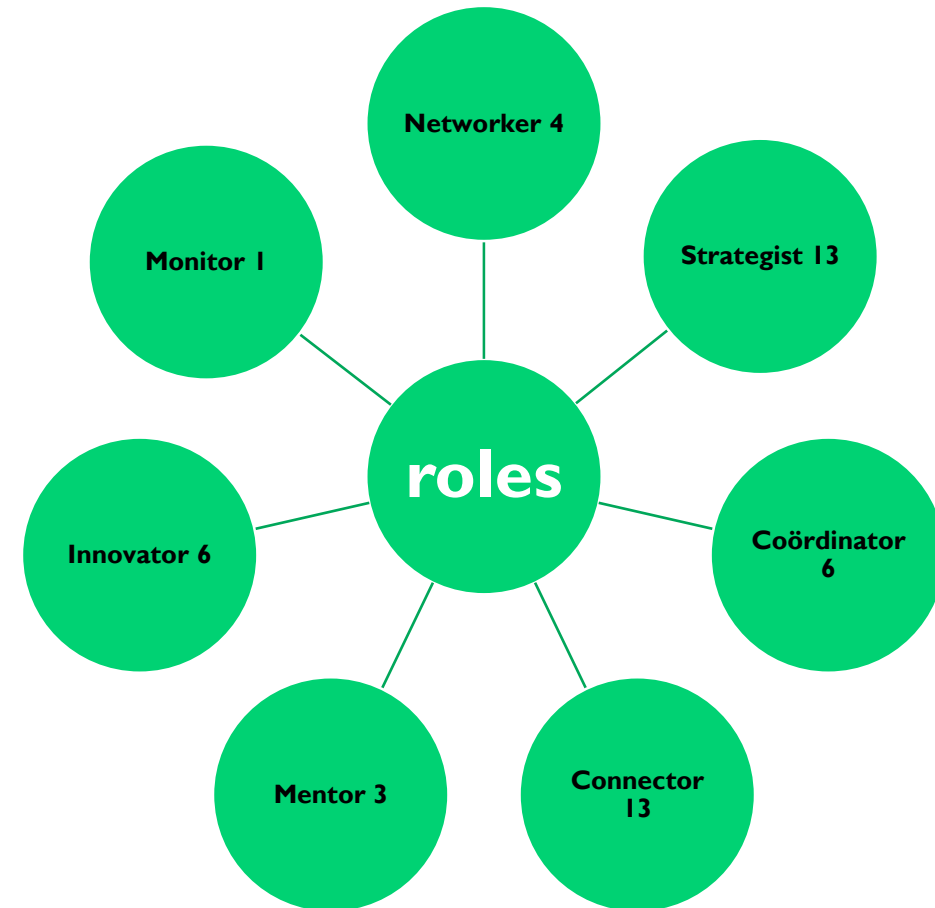
1. Do you recognize the 7 roles? (Yes/No)

YES !

2. Is there a role you miss ? **Firefighter** and **Missionary** (somehow included in connector)

3. Which role you deem currently as most important ? 1-7 **included in the graph**

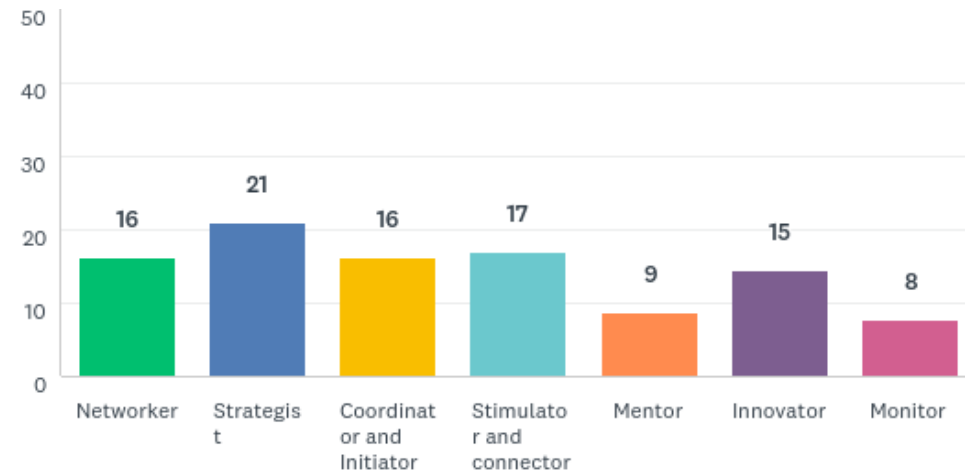
4. Which role will become more important in the future ? 1-7 **Strategist, Innovation and Monitor** (discussion with audience)



Indicate the percentage of your time spend on each role



Indicate the percentage of your time you would prefer to spend on each role.



What's next ?

- *The Belgium state of the CSR profession: survey*
 - Via SHIFT: Feb/March 2019 outcome
 - CSR roles
 - Relation maturity organization in sustainability and roles
- International book edition: 2019
 - Input international CSR managers
- CSR international meet up Mount Kenia 2019



Keep in touch....



Lettemieke Mulder

TheRockGroup



Elfrieke van Galen

TheRockGroup

Join further research...
Share your experiences....
Leave your contact details...



Carola Wijdoogen

NS Dutch Railways