



HUMAN PROFILE

WOMAN **40/50** years

UNIVERSITY EDUCATION
Postgraduate course or specific master in CSR or Sustainability

In the company for **10** years



WORKING PROFILE

- SPECIFIC FUNCTION OR INTEGRATED in Communications or Human Resources
- THE TITLE OF THE FUNCTION, more than **66,7%** include the term CSR or similar



REMUNERATION

Annual Gross Salary
79.999€

Variable **20%**
on the basis of annual Gross Salary

- REPORTING DIRECTLY TO THE CEO and membership (or representation) in the Top Management Team on the company
- Average of STAFF: **3,8**
- BUDGET does not exceed **1M €**



TASKS

THE CSR MANAGERS SPEND MORE THAN HALF OF THEIR TIME ON:

To define and implement CSR PROJECTS

To define CSR STRATEGY AND ITS INFLUENCE on other company policies

REPORTING TO STAKEHOLDERS



TRENDS

- Increasing PROFESSIONALIZATION
- Towards FEMINISATION
- STAGNATION of FIXED REMUNERATION
- Increase annual VARIABLE REMUNERATION and Long-Term INCENTIVE PLANS



CSR MANAGERS FUNCTIONS



ORDER OF FUNCTIONS BY IMPORTANCE

	CSR/S MANAGERS	COMPANY
Define the CSR strategy and its influence on other policies	1	3
Define and implement CSR projects	2	4
Other relevant activities	3	9
Manage the relationship with stakeholders	4	5
Measurement of function results	5	7
Ethics, compliance and corporate governance management	6	2
Reporting and accountability to stakeholders	7	1
Identify socioeconomic and environmental trends	8	10
Non-financial risk analysis	9	8
Define and implement social action initiatives	10	6

CSR/SUSTAINABILITY



ARGUMENTS

to promote CSR/Sustainability projects

1. Alignment with the purpose, policies and strategies of the company (73%)
2. Impact on brand value and corporate reputation (60%)
3. Alignment with customer requirements (35%)



LEVERS

to engage managers

1. CEOs/ Top Management Team commitments to the CSR (80%)
2. Strategic objectives of the company (70%)
3. Good personal and professional relationship with other managers (45%)



BARRIERS

to engage managers

1. Difficulty evaluating the contribution of each initiative (47%)
2. Rigid or non-transversal organizational structure (41%)
3. Lack of budget and difficulty in influencing other areas (32%)



TRANSVERSALITY

- + INFLUENCE AND INTEGRATION CAPACITY: Communication/Reputation, Environment, Compliance, HH.RR. and Institutional Relations/Marketing.
- INTEGRATION LEVEL: Sales
- LEVEL OF INFLUENCE: I+D+I



TRENDS

- CSR GAINS RELEVANCE in companies
- The SENIORITY of the job is linked to higher levels of training, strategy integration and presence in government bodies
- The CSR/S Managers are OPTIMISTIC about the FUTURE of the FUNCTION in the medium and long term



STAGES

(Subjective valuation)

COMMUNICATION STAGE

27%

Communicated policy 70%
Integrated report 30%
Strategic plan 30%
Integrated KPIs 30%
Variable remuneration 20%

IMPROVEMENT STAGE

29,2%

Communicated policy 82%
Integrated report 52%
Strategic plan 54%
Integrated KPIs 48%
Variable remuneration 38%

TRANSFORMATION STAGE

40,3%

CSR FORMALIZATION

COMPETENCIES

- The CSR managers believe they have HIGHT LEVEL IN THE KEY COMPETENCIES that job requires:

COMPETENCIES LIST

Team working
Inspiring and motivating others
Consensus building ●
Change management ●
Thinking positively ●
External stakeholder collaboration ●
Seizing opportunities
Systems thinking
Generating Challenging ideas
Enabling innovation

● Need more reinforcement ● Need less reinforcement