



accsr

Australian Centre for Corporate Social Responsibility

The CSR Manager in Australia

Research Report on Working in Corporate Social Responsibility

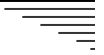
October 2007



Australian Centre for Corporate Social Responsibility

Suite 605 / 10 Yarra Street / South Yarra / VIC 3141 / AUSTRALIA

T: +61 3 9826 1767 / F: +61 3 9826 8993 / E: info@accsr.com.au / W: www.accsr.com.au



About ACCSR

The Australian Centre for Corporate Social Responsibility (ACCSR) is Australia's leading specialist corporate social responsibility services provider. We provide advisory, research and training services in corporate social responsibility to a wide range of clients in the public, private and government sectors. Our advisory services cover the complete range of corporate social responsibility issues including sustainability reporting, stakeholder engagement and CSR measurement. For more information see www.accsr.com.au

Definition of corporate social responsibility

Social responsibility is the responsibility of an organisation for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that:

- Is consistent with sustainable development and the welfare of society
- Takes into account the expectations of stakeholders
- Is in compliance with applicable law and consistent with international norms of behaviour; and
- Is integrated throughout the organisation

ISO Social Responsibility Working Group, provisional definition, Sydney, January 2007

Definition of CSR manager

In this report, the term "CSR manager" is used as a generic term to describe any person employed to advance corporate social responsibility within their organisation, as defined by the ISO provisional definition above. This may include employees at various levels of seniority with a range of job titles, including but not limited to CSR, sustainability, corporate relations, community relations and so on. Managers from areas such as strategy, human resources, marketing and finance often have CSR responsibilities as well.

© Australian Centre for Corporate Social Responsibility, 2007

The copyright in this work is owned by the Australian Centre for Corporate Social Responsibility (ACCSR), Suite 605, 10 Yarra Street, South Yarra, Victoria, 3141, Australia. All rights reserved. No part of this work may be reproduced or copied in any form by any means (graphic, electronic or mechanical) without the written permission of ACCSR.

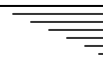
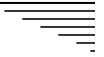


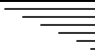
Table of contents

Executive Summary	5
Introduction	6
Methodology	6
Key Demographics	7
Key Findings	8
<i>Why do people want to work in CSR?</i>	<i>8</i>
Profile of the CSR manager	9
<i>Internally recruited</i>	<i>9</i>
<i>Duration of employment</i>	<i>9</i>
<i>Seniority of CSR managers</i>	<i>9</i>
<i>Previous experience</i>	<i>9</i>
<i>Education level</i>	<i>9</i>
<i>Job title</i>	<i>10</i>
<i>Job department</i>	<i>10</i>
<i>CSR activities</i>	<i>10</i>
<i>Organisation type and industry sector</i>	<i>11</i>
<i>Team size</i>	<i>12</i>
<i>Benefits of working in CSR</i>	<i>15</i>
<i>Access to external supports</i>	<i>16</i>
<i>What are the major obstacles for people working in CSR?</i>	<i>17</i>
<i>Typical job description</i>	<i>18</i>
Discussion	19



List of figures and tables

Figure 1: Women and men working in CSR.....	7
Figure 2: Age range of people working in CSR	7
Figure 3: Type of organisation that CSR managers are working in	11
Figure 4: Type of industry that CSR managers are working in.....	12
Figure 5: Number of CSR/Sustainability employees in organisation	13
Figure 6: Expected number of roles to be created	13
Figure 7: Salaries of CSR managers	14
Figure 8: External Supports	16
Table 1: Seniority of CSR managers	9
Table 2: CSR managers' job titles	10
Table 3: CSR activities undertaken.....	11
Table 4: Benefits of working in CSR	15



Executive Summary

This research report describes the results of Australia's first survey of CSR managers. The project was carried out by ACCSR between May and September 2007. We received responses from 181 people, including 121 currently working in CSR.

The report shows a rapidly-growing field of highly committed senior managers who use their corporate jobs to help make lasting positive impacts on society and the environment.

Our results suggest that at least 60 new CSR jobs will be created in over 35 organisations in the coming year.

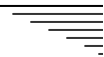
Highlights of the research include:

- At least two-thirds of people working in CSR are in their first CSR role and half of them were internal appointments
- Most CSR employees have senior roles: 80% are employed at manager or above level
- Two-thirds of CSR managers are women
- Approximately one-third has a higher degree and over 90% are university educated
- The median salary for CSR managers is \$80-100,000
- Lack of support from other senior managers is the biggest obstacle to success for CSR managers

One question about CSR activities undertaken by organisations was asked in an earlier ACCSR survey of CSR learning needs. Changes to the percentage of organisations undertaking various CSR activities between 2005 and 2007 show the increasingly strategic focus of the CSR function: the proportion of organisations undertaking employee or external stakeholder engagement activities has increased while the proportion of organisations citing philanthropy as one of their major CSR activities has fallen.

ACCSR conducted this research independently and has received no payment from any external source to undertake or publish this research.

Dr Leeora D Black
Managing Director
3 October 2007



Introduction

The number of people working in corporate social responsibility (CSR) has grown exponentially in recent years. The increasing importance given to CSR issues by businesses, governments, investors and NGOs, has led to a new class of professional – the CSR manager. This research report is based on responses to Australia's first survey of the CSR manager's function. The research project was carried out between May and September 2007. Of the 181 responses received, 121 people were currently working in CSR and another 60 were seeking work in CSR. The actual number of people working in CSR is likely to be higher, and it will continue to grow: approximately 15% of respondents said they expected that two to five new CSR positions would be created in their organisations in the next 12 months.

The emergence of CSR as a profession in Australian organisations has, however, brought with it some confusion. The role of the CSR manager is not well understood. To help further understanding, the Australian Centre for Corporate Social Responsibility (ACCSR) conducted this research to increase understanding of the skills, abilities, activities and challenges undertaken by people working in the field, and also to provide direction to people who are seeking employment in the area.

The report presents an overview of the research methodology before going on to describe the key findings of the research. A "typical" job description of a CSR manager is included in the report. Overall conclusions are then discussed.

We believe the research findings have implications for human resources managers and recruitment consultants seeking to attract the best candidates for the ever-growing number of new jobs in CSR. The results also have implications for senior managers and heads of functions who need to understand both the contribution of this new profession to the success of business, and how to work with CSR managers. Finally, we hope the report will provide useful information for people working in CSR and those seeking employment in the area.

ACCSR would like to thank everyone who completed the survey.

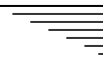
Methodology

An email inviting people to respond to an online survey about working in CSR in Australia was sent to 1,000 people on ACCSR's mailing list. Of these, 181 people responded, representing a response rate of 19% (allowing for 55 undeliverable invitations).

The survey contained multiple-choice and open-ended questions to help assess the background of people working in CSR, as well as those interested in pursuing a career in the area. Questions included demographics such as age, gender and academic background. The survey also included questions on work environment, CSR job activities, pathways into CSR, remuneration and benefits and support structures.

For multiple-choice questions the data were analysed using frequency and descriptive statistics. For open-ended questions, responses were analysed to identify common themes raised by participants.

One question about the nature of CSR activities in organisations was copied from an earlier ACCSR survey of CSR learning needs we conducted in 2005 to help us plan our public workshops program. We present results from both the 2005 and 2007 surveys for this question.



Key Demographics

Of the 181 people who responded to the survey, 67%, or 121 people, were currently employed in a CSR role. The majority of CSR managers were women (see Figure 1) and aged between 26 to 45 years old (68%), see Figure 2. Similar demographic patterns have been found by international CSR studies.¹ This trend is also apparent for the remaining 60 people who were not currently working in CSR, but who were pursuing a career in CSR: 76% were women and 63% were aged between 26 to 45 years old.

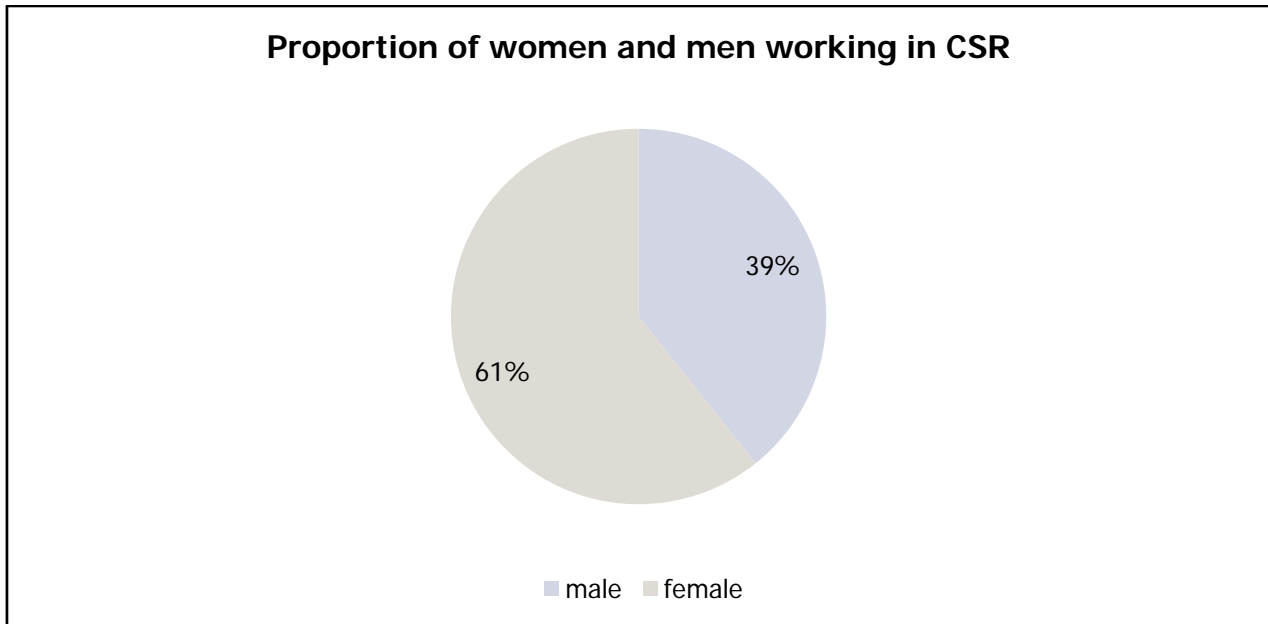


Figure 1: Women and men working in CSR

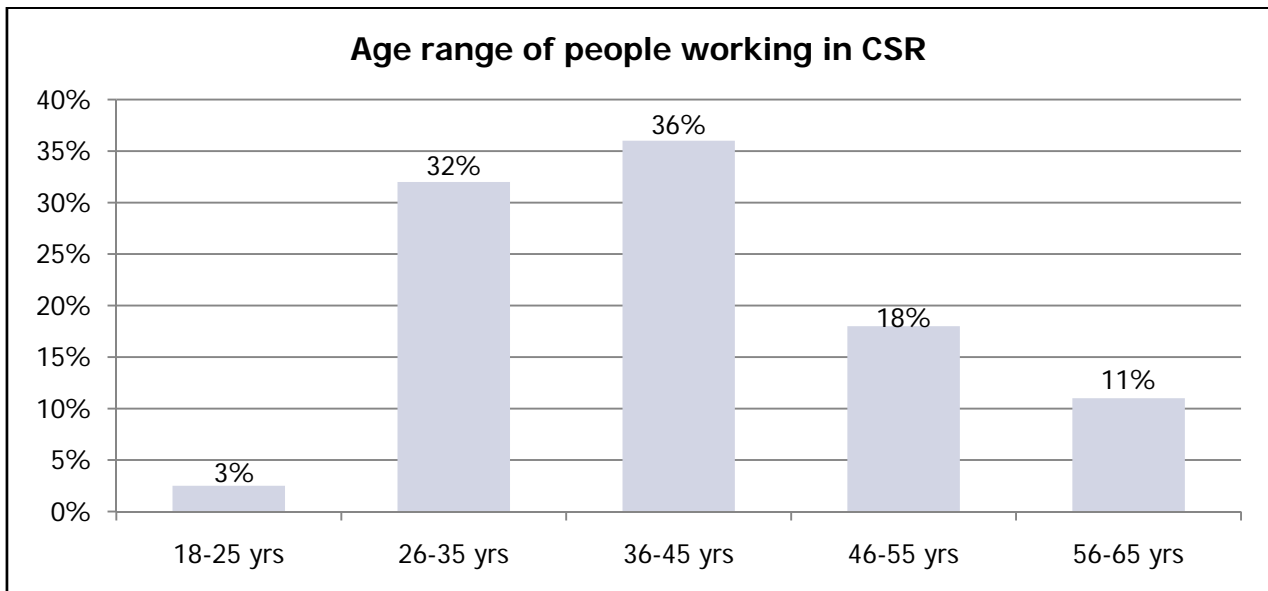
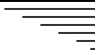


Figure 2: Age range of people working in CSR

¹ (2007). CSR Chicks and Blokes Annual Survey. (2006). The profile of the Profession is back. *Boston College Centre for Corporate Citizenship*. <http://www.bcccc.net> (accessed 28 March 2007)



Key Findings

Why do people want to work in CSR?

Idealism and passion for the subject field were the main reasons people gave for wanting to work in CSR. They also saw CSR as a profession of the future, as it becomes ingrained in business-as-usual. Some respondents pointed to business having an obligation beyond its financial responsibilities to its social and environmental impacts. For example:

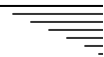
I have a belief in business acting as a citizen of the community it operates in, a belief that business has the opportunity and responsibility to effect positive and lasting change, a belief that the social, environmental and financial wellbeing of the community (from local to global) is not the responsibility of one sector (business, government, community) but in order for our society to prosper on all fronts, all three need to work as a collective.

Linked to this, was a belief that business has the capacity to make a positive change:

With corporations now having more economic power than ever, these are the entities that can make a positive difference in the social realm.

People also recognised an existing business case for CSR that will become stronger in the future:

I see CSR as the future of the way business will be run. Consumers will seek ethical and responsible options and so business has the problem or the opportunity to address its operations with or without CSR. It is the side of the business that will ultimately determine whether the company succeeds or fails in the long run.



Profile of the CSR manager

Internally recruited

Most CSR managers are recruited internally (50%) and were either: offered the role (30%), asked for the role (12%) or applied for an internally advertised position (8%). Only 28% of respondents were appointed externally to the role through either a recruitment company, newspaper advertisement (e.g. *The Age*) or online advertisements (e.g. seek.com.au). Twenty-two percent of people responded "other," with follow-up comments including personal networking and being approached by the employing organisation.

Duration of employment

The majority of participants have been employed in their CSR role for between one to five years: 31% of CSR managers have been employed for one to two years, 31% have been employed for three to five years. Twenty-three percent of managers have been employed for less than 12 months and 15% have been employed for more than five years.

Seniority of CSR managers

Most people working in CSR have relatively senior roles in their organisations (80.2%). Approximately 42% were either senior managers or executives, and almost another 40% were managers. The remainder classified themselves as "other". The breakdown of roles is described in Table 1.

Seniority	% CSR managers at this level	Description
Executive	23.7%	Develops strategic direction for the business and/or has responsibility across an entire business group
Senior manager	18.3%	Accountable for achieving strategic objectives and/or managing a function; significant people responsibility
Manager	38.2%	Accountable for the performance of a function, or manages team leaders to implement processes or achieve result, and/or an experienced professional/technical specialist

Table 1: Seniority of CSR managers

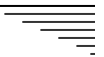
When job role was analysed by gender a slightly different picture emerged. Male CSR employees occupied more senior positions than female counterparts: 30.6% were executives compared to 19.5% for females; 24.5% of males held senior manager roles compared to 14.6% for females.

Previous experience

Two-thirds of people working in CSR are in their first CSR job. Prior to obtaining their current CSR role, 64% of people were not employed in a CSR capacity. A count of previous job titles showed that most (41%) were recruited from marketing/sales, communications/corporate affairs/public affairs, or community relations.

Education level

Almost all CSR managers have a university qualification (91%) with the majority obtaining a bachelor's degree (43%) or higher (36.4%). Approximately 18% have degrees in the social sciences, humanities and the arts and a further 17% received their degree in commerce, management and tourism. A degree in engineering and technology was obtained by 9% of people working in CSR.



Job title

CSR managers have many different job titles. Participants were asked to list their current job title and responses were sorted for common terms. Despite significant diversity in titles given there were some common terms as depicted in Table 2 below.

Most common job titles	
Environmental/Sustainability	19%
Community	16%
Corporate social responsibility/Corporate responsibility/Corporate citizenship	15%
Corporate affairs/Public affairs/Corporate relations	10%
Communications	5%

Table 2: CSR managers' job titles

Job department

The role of CSR manager sits in a range of departments in different organisations including marketing, human resources, legal, operations and finance. However, the department which respondents quoted most frequently was communications/corporate affairs (39%).

CSR activities

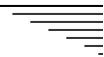
Participants were asked whether their organisation participated in a range of CSR activities. We compared their answers to responses to the same question asked in a 2005 ACCSR survey. The percentage of respondents who participated in these activities for both 2007 and 2005 is listed in Table 3. Broadly, the results show that organisations are undertaking more CSR activities. The biggest increases in activities were stakeholder engagement programs (from 48% to 73%) and auditing (from 26% to 47%). The biggest declines in activity were in philanthropic donations (from 75% to 60%).

For 2007 the most common activities were:

- Community Partnerships
- Internal employee engagement
- Stakeholder engagement program
- CSR vision, values, business case policy
- Sponsorship

For 2005 the most common activities were:

- Philanthropic Donations
- Community Partnerships
- Sponsorship
- CSR vision, values, business case policy
- CSR Research



CSR Activity	2007 (%)	2005 (%)
Community partnership	80	68
Internal employee engagement	74	n/a
Stakeholder engagement program	73	48
CSR vision, values, business case policy	72	64
Sponsorship	72	66
Publication of non-financial reports	64	50
CSR measurement	60	44
Philanthropic donations	60	75
CSR communications program	52	46
Participate in external rating	47	47
CSR sustainability auditing	47	26
CSR supply chain activities	47	n/a
CSR research	45	58
CSR/sustainability management systems	45	n/a
International or national CSR membership based organisations	35	n/a
Cause-related marketing program	25	37
Other	4	n/a
	<i>n=121</i>	<i>n=59</i>

Table 3: CSR activities undertaken

Organisation type and industry sector

CSR respondents were employed across a range of organisations, with 50% working for listed companies (Australian 28%, foreign-owned 22%). The breakdown is depicted in Figure 3.

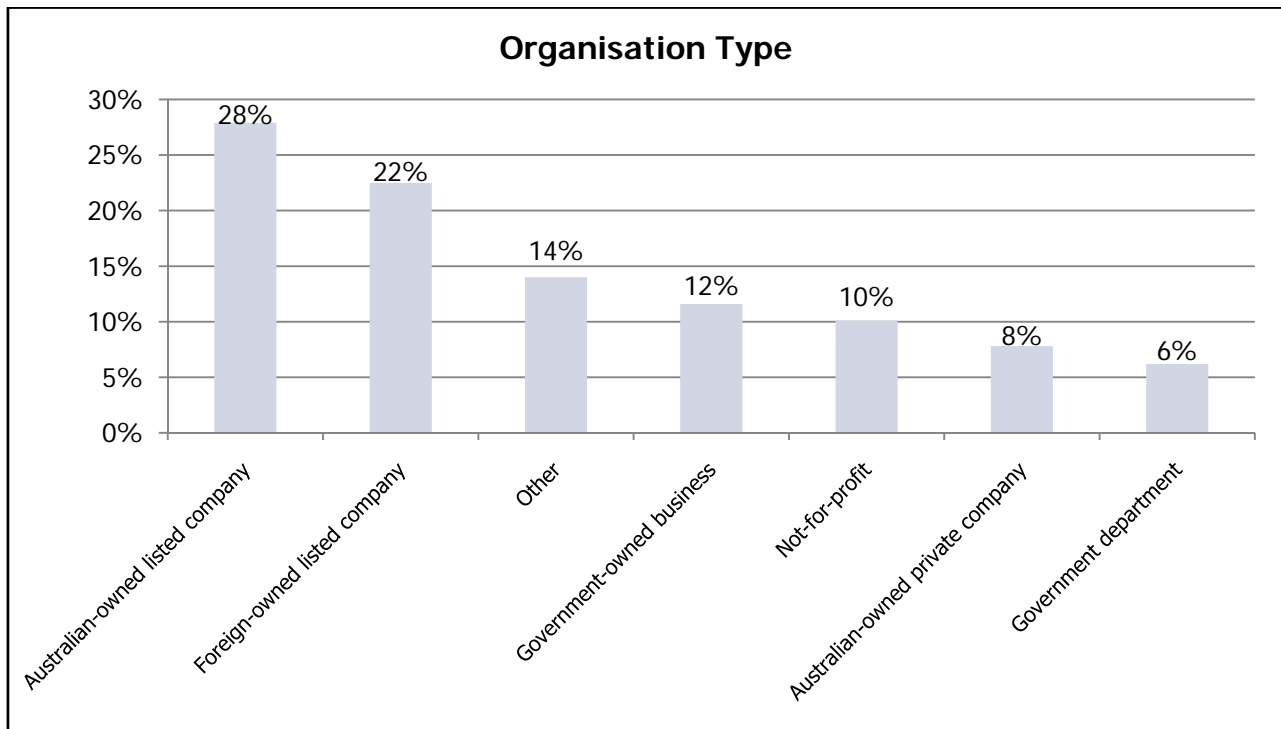
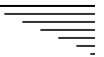


Figure 3: Type of organisation that CSR managers are working in



Participants were also asked to indicate which industry they were employed in, as displayed in Figure 4. The majority of respondents (21%) worked within the banking, financial or insurance industry, followed by 10% in mining or extractive industries.

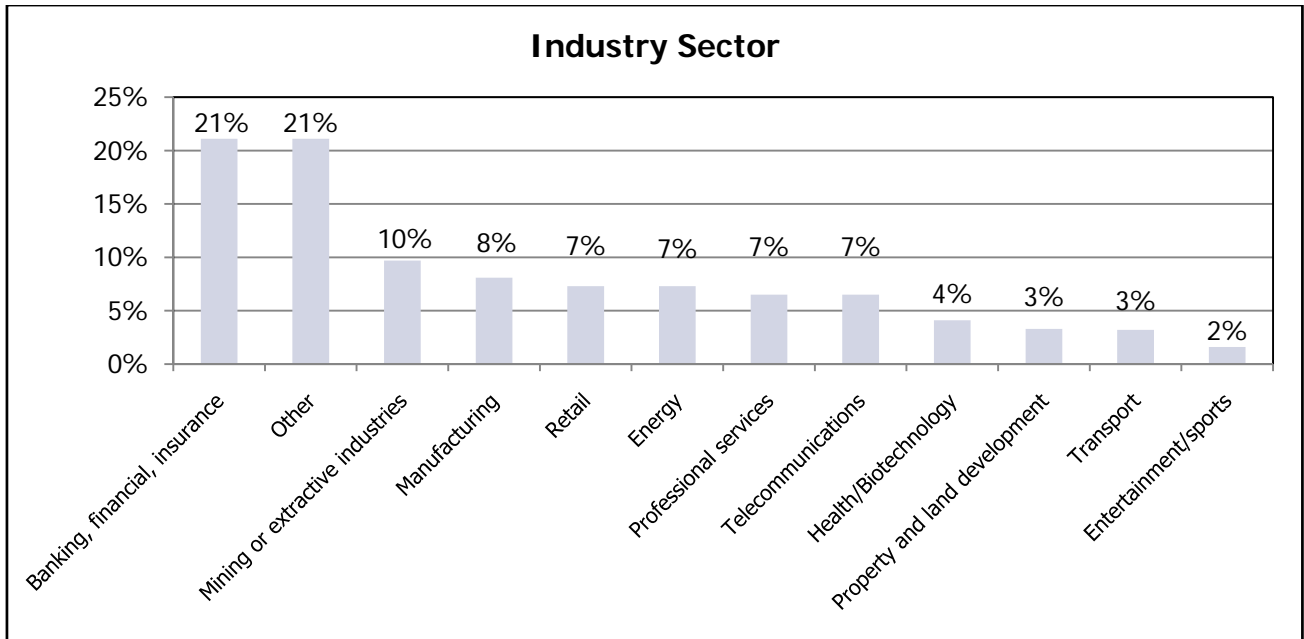


Figure 4: Type of industry that CSR managers are working in

Team size

People working in CSR are commonly either the only person working in CSR/Sustainability in the company (23%), or are part of a small team of two to five people (48%), as displayed in Figure 5. Participants working in CSR were also asked how many roles they expected to see created over the next 12 months. Whilst close to 50% indicated they there were no foreseeable roles over the next 12 months, 12% of people indicated one new role is planned and 15% indicated two to five roles, suggesting there is much opportunity for growth in the number of CSR job roles. With 29% of organisations planning to hire CSR managers in the next year, this could translate to more than 60 new jobs in more than 35 organisations.

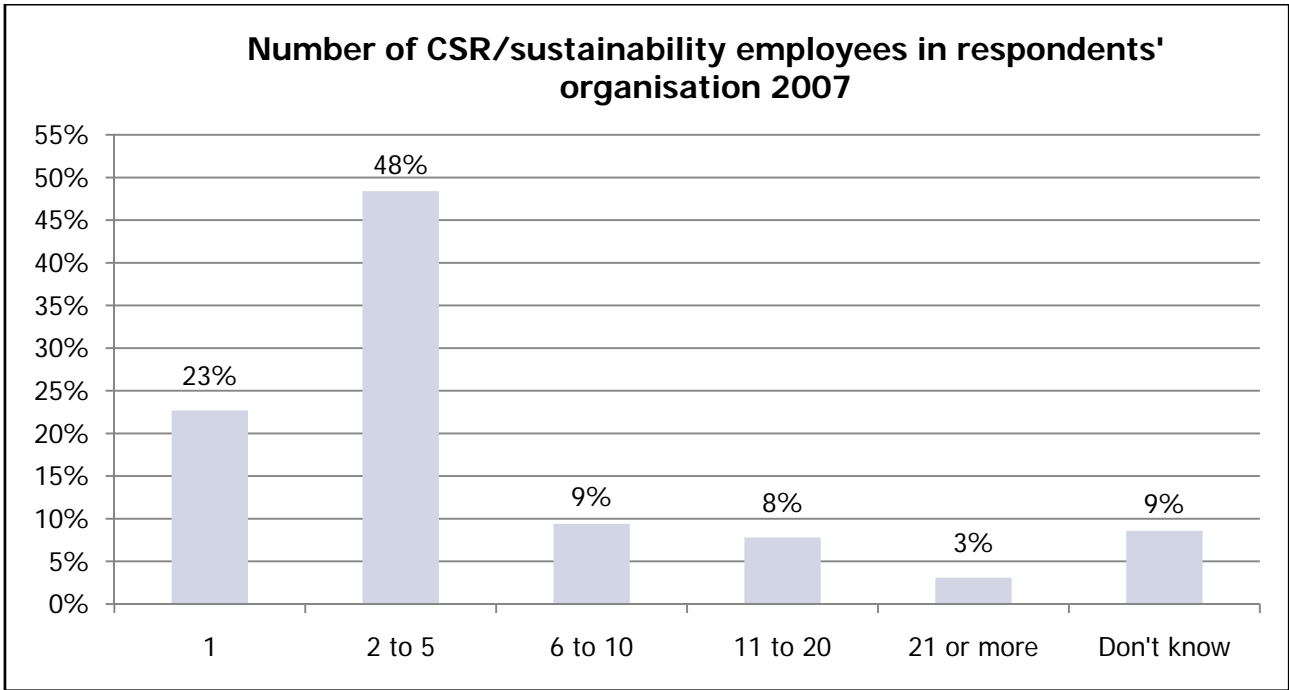
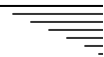


Figure 5: Number of CSR/Sustainability employees in organisation

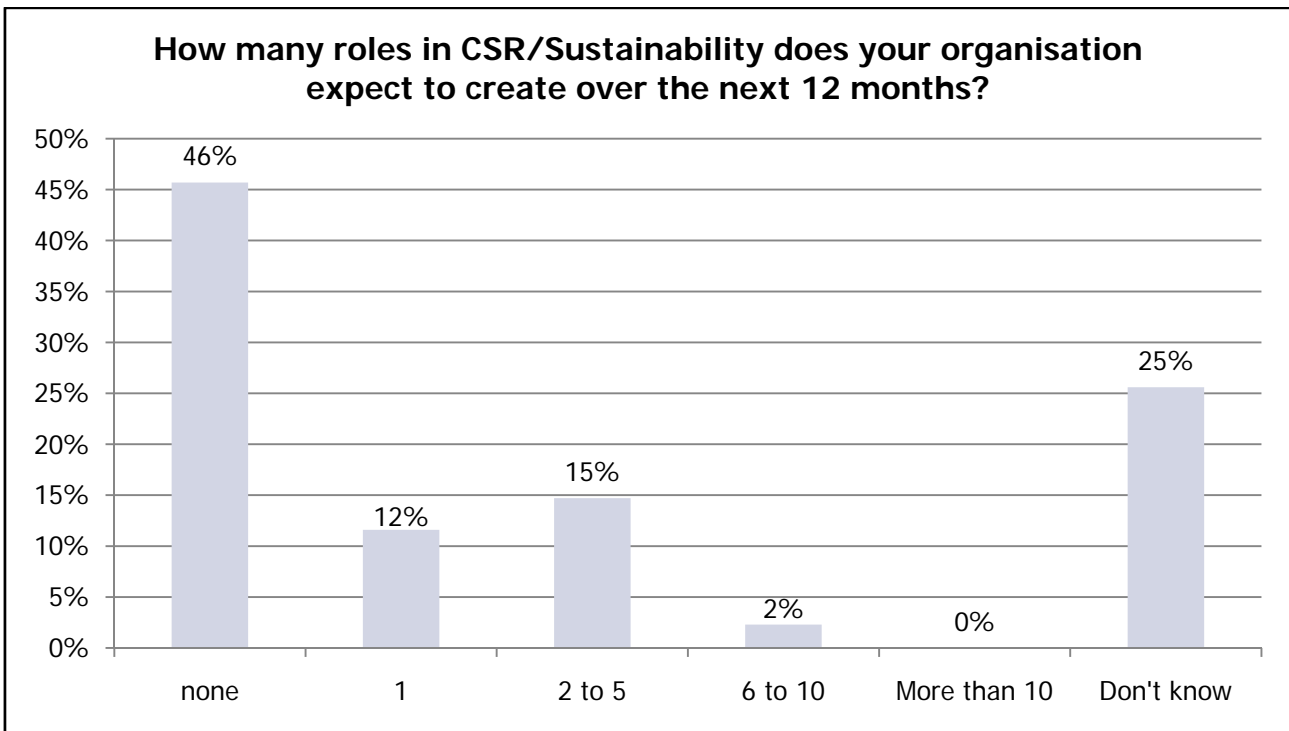
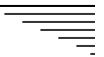


Figure 6: Expected number of roles to be created



How much do CSR managers earn?

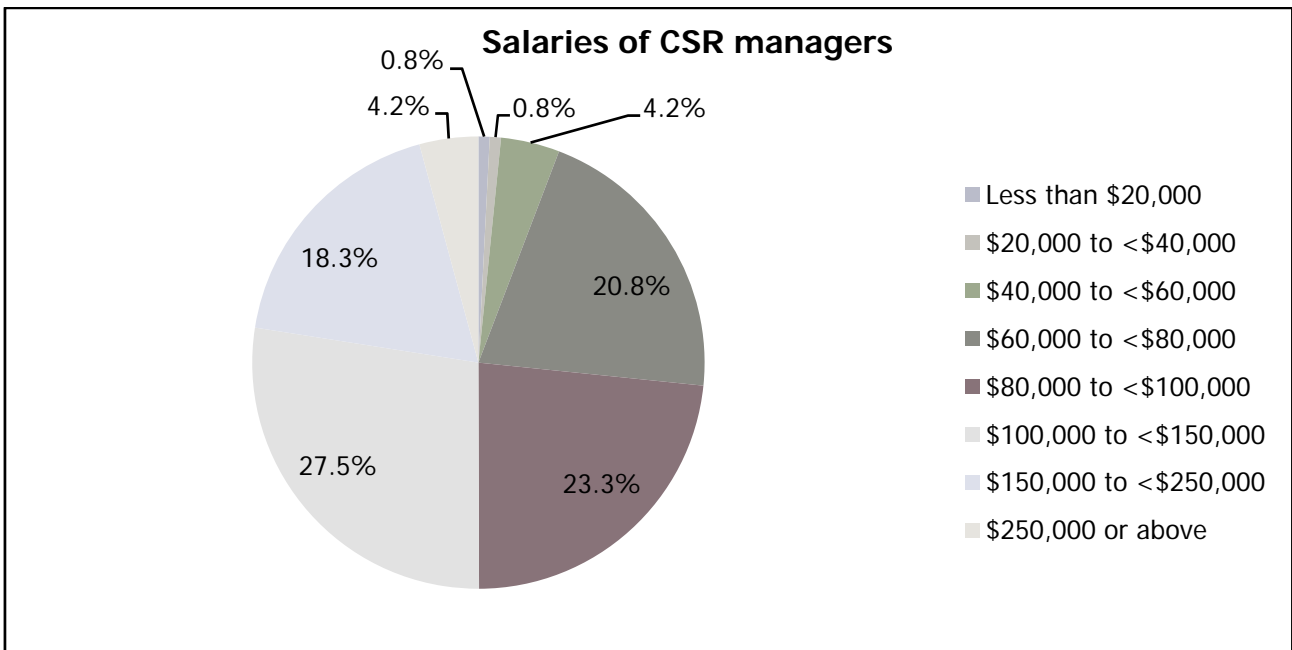
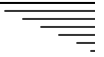


Figure 7: Salaries of CSR managers

Approximately 50% of CSR employees surveyed earn between \$80-150,000 a year. A small percentage of respondents were earning less than \$40,000 (1.6%) and \$250,000 or more (4.2%).

However, when salary was analysed by gender, the results suggest that females dominate the medium to lower-end salary ranges and males dominate the higher end. Furthermore, 37% of males surveyed earn between \$150,000 or more compared to just 13.6% of women.

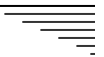


Benefits of working in CSR

Respondents were also asked to indicate whether working in CSR led to opportunities for a) promotion and b) pay and reward increases amongst a list of other non-monetary benefits. The results show however that participants were more likely to agree that working in CSR led to non-monetary benefits such as the ability to: “work in an area that is aligned to one’s personal values” and “deal with important issues” as listed in Table 4.

	Agree	Neutral	Disagree
To work in an area that is aligned with my personal values	94%	4%	2%
Deal with important issues	94%	5%	1%
To promote positive change between my organisation and society	93%	5%	2%
To develop new skills	91%	6%	3%
To raise awareness of CSR	87%	11%	2%
To expand knowledge of my organisation	84%	13%	3%
To develop valuable networking opportunities	83%	16%	1%
For pay and reward increases	28%	43%	29%
For promotion within my organisation	27%	43%	30%

Table 4: Benefits of working in CSR



Access to external supports

While we are seeing a significant increase in the number of CSR job opportunities in Australia, it remains the case that people working in CSR are commonly either the only person working in CSR in the company, or are part of a small team. It is therefore not surprising that 85% of respondents agreed that resources outside their organisation helped them develop their CSR knowledge and skills.

Whilst 53% of people agreed that there was another person within the organisation that they could turn to for assistance with knowledge and skill gaps, almost a third disagreed or strongly disagreed.

When asked about the types of support services that people used and how helpful they have been, the results showed that almost all people have used personal networks (95%) and found them to be the most useful of the support options. The helpfulness of various types of other supports is shown in Figure 8.

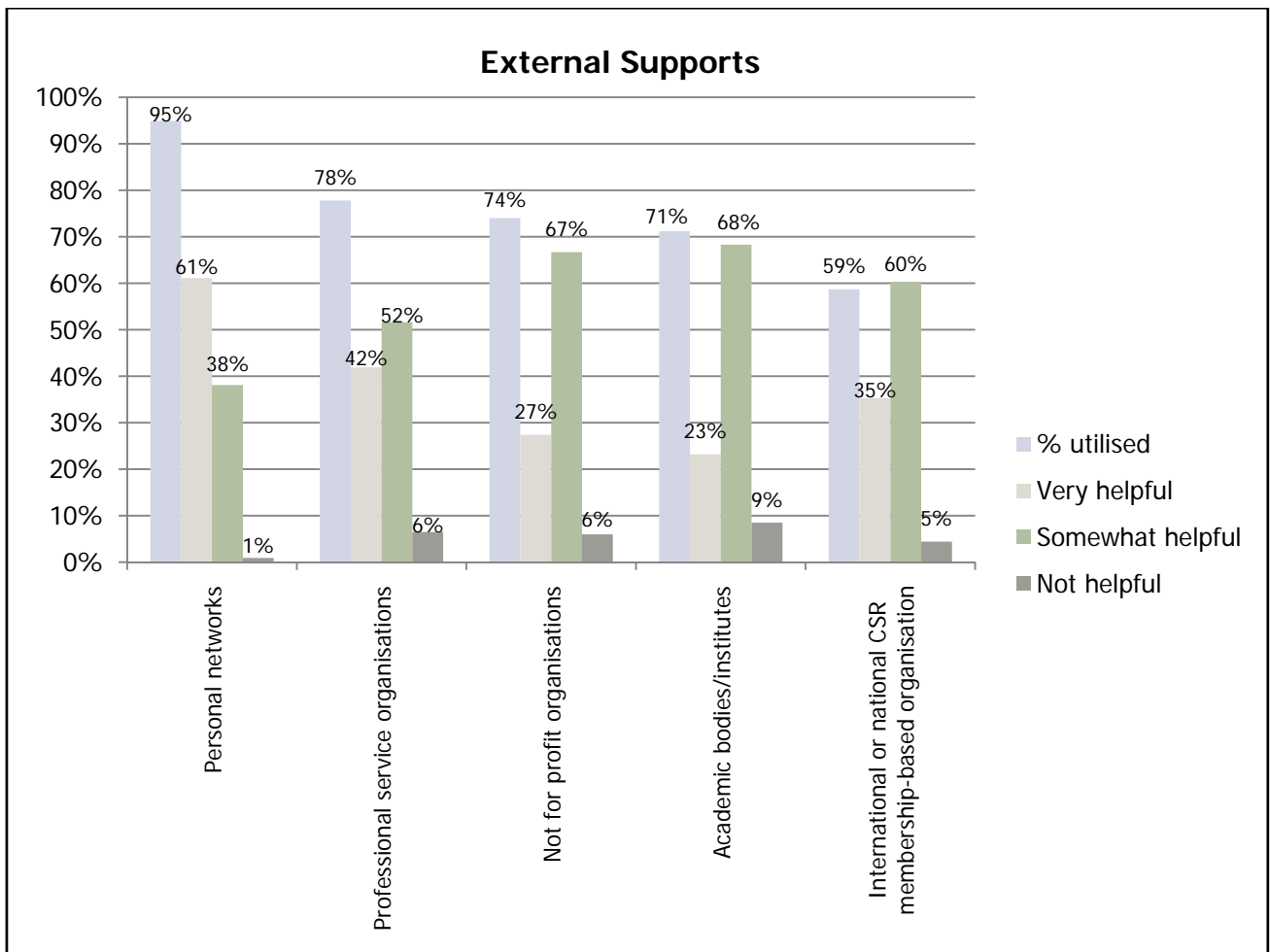
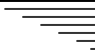


Figure 8: External Supports



What are the major obstacles for people working in CSR?

We often hear anecdotally about the obstacles faced by people working in CSR, so we asked respondents to describe what barriers (if any) they face in achieving their CSR goals. Interestingly, some of the barriers identified by people were previously cited by those wishing to gain employment in the area as facilitating factors to employment.

For example, the growing business case for CSR was cited as a motivating reason behind people seeking employment in a CSR role. Paradoxically, many people already working in a CSR capacity said one of the major challenges in their jobs was continually demonstrating the business value of what they do:

Sometimes when the results are not immediate you lose advocates along the way. Staying power and reinventing the business case is the biggest challenge to keep management and your CSR champions interested.

Business buy-in, and the benefit to the business, needs to be constantly reinforced which requires time and energy, which at times is short.

Internal cynics see CSR as a primarily "soft activity" with no real business benefit.

The main obstacle is the constant need to demonstrate and quantify the business value of what we do.

Of particular concern were comments from employees that demonstrating the business value and worth of CSR was hardest to achieve at a senior management level. Some people said a lack of knowledge in the area contributed to resistance from senior management:

I was told even before I was employed that some senior management team members were not too keen to have me on board before they had even met me ... I also had the general manager on site telling me that he was not interested in what I was doing and has since shown very little interest in being seen in the community, although he receives invitations continuously.

There is a lack of pure passion for CSR at the management level – there is an attitude of just ticking the boxes with no concerns for real results.

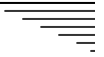
We are starting to look at an overall strategy but the buy-in internally is not high (or enthusiastic) due to a lack of education at a senior level.

There is a lack of understanding at the middle management and executive levels of the value of CSR.

With many people indicating a lack of management support it is understandable that limited financial and people resources were also cited as obstacles faced by many CSR employees.

A general lack of awareness of CSR within the organisation was also cited by many as a key barrier to their success. One person said that the lack of centralisation for CSR within the organisation contributed to the confusion:

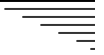
The confusion of what CSR is within the organisation and the fact that CSR sits across a number of areas and is not centralised. So we have a Corporate Responsibility Manager who looks after environment and reporting and a Community Relations Manager who looks after all internal and external community programs, policy, benchmarking and strategy for any social points.



Typical job description

This job description of a CSR manager has been constructed based on answers which were given in the CSR manager's survey. While people working in this role may have diverse backgrounds, titles and experiences, this table describes the common features of a "typical" CSR manager.

JOB TITLE:	Corporate Social Responsibility and Sustainability Manager
DEPARTMENT:	Communications/Corporate Affairs
SALARY:	100k. Salary Negotiable
ABOUT THE COMPANY:	Listed Company
KEY RESPONSIBILITIES:	Your role will include activities such as: <ul style="list-style-type: none">• Community Partnerships• Internal employee engagement• Stakeholder engagement program• CSR vision, values, business case policy• Sponsorship• Demonstrate the business value of CSR• Improve the awareness of CSR across the organisation
PREVIOUS EXPERIENCE:	Previous experience in Marketing/Sales, Communications, or Corporate Affairs/Public Affairs is desirable but not essential. A wide range of disciplinary backgrounds are suitable.
QUALIFICATIONS AND COMPETENCIES:	<ul style="list-style-type: none">• A social sciences, humanities and arts university degree would be beneficial for this role. Other degrees relevant for this position include those in engineering and technology, and commerce and management• Postgraduate qualifications are also desirable• The ability to work on your own or as part of a small team is essential
BENEFITS:	Benefits include the opportunity to deal with important issues, work in an area aligned to your personal values, promote a positive change between the organisation and society, develop new skills, raise awareness of CSR, expand one's knowledge of the organisation and develop valuable networking opportunities.



Discussion

The picture that emerges of the CSR manager in Australia today is that of a pioneer – they are typically passionate about what they do and are forging new territory within their organisations, often alone or as part of a small team. They are probably working in their first CSR job and were recruited internally, from within a corporate affairs department.

The emergence of the professional CSR manager is in many respects similar to the emergence of the professional corporate affairs manager in the 1970s and 80s.

At that time, the major battle of corporate affairs managers was to get a seat at the decision-makers table, in other words, to be taken seriously as a counsellor to the CEO on matters central to the success or survival of the business. Today's CSR managers say getting senior management buy-in and demonstrating the value of what they do is their biggest challenge. In the 1970s and 80s, the corporate affairs field was split between people with a communications background who reported to a marketing manager and people with operational experience who reported directly to the CEO. About 40% of today's CSR managers report through a corporate affairs function. The rest have a variety of reporting lines, including human resources, marketing, strategy and other areas.

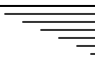
Although the CSR managers function may appear in Australia to have grown out of the corporate affairs function, there are more differences than similarities between corporate affairs and CSR. First, there is a fundamental difference in purpose of their activity. Both types of managers strive to position their organisations for success and longevity. However, corporate affairs managers are more likely to focus on the external socio-political environment, whereas the CSR manager is concerned with both the market and the non-market environment, and with all aspects of business conduct. Second, corporate affairs managers are more likely to use persuasion techniques in dealing with external stakeholders, whereas CSR managers may need to use persuasion techniques more frequently with internal stakeholders. Third, CSR managers may enter the field from a wider range of disciplinary functions. Environmental sciences, engineering, human resources, law, finance and strategy are all possible entry points into CSR.

Perhaps the CSR function is so closely linked to the corporate affairs function in Australia because corporate affairs managers typically act as bridges between their organisations and the external world, dealing with a higher degree of uncertainty and turbulence than other managers might face. These are certainly good skills for a CSR manager. Another explanation is that the decision to task someone to CSR might be made by a senior manager who initially sees CSR as a communications challenge: CSR is just a matter of getting our good news stories into the right places.

Perhaps some new entrants get their break into the field like this, but they soon learn that managing CSR requires them to understand and influence every aspect of business behaviour. They soon find internal champions they can turn to for advice and support, and build networks with their colleagues in other organisations. To date, universities, consultancies, NGOs and CSR membership organisations have provided less support and guidance to CSR managers than personal networks, but that may change in future.

In future we may see these changes:

- There will be more jobs in CSR. At least 60 new CSR jobs are likely to be created in Australia's largest corporations over the next 12 months, and many other organisations will appoint their first CSR manager.
- More CSR managers will be externally appointed, and they will be expected to have experience and/or qualifications, not just passion and enthusiasm.
- The CSR function is likely to go through both consolidation – in the form of discrete CSR units accountable to either the CEO or a senior manager – and diversification. There will be more specialist CSR roles, such as partnership managers, CSR reporting managers, and so on.



- As CSR managers build their skills and knowledge, they will increasingly learn how to demonstrate their value to the business – and command higher salaries accordingly. Budgets for CSR will grow, too.
- As the CSR function becomes more established in organisations, a host of new service providers will emerge to compete for CSR budgets.

This research raises further questions about working in CSR. For example, what are the differences between CSR roles in companies, NGOs, government departments and other types of organisations? What are the foundational skills, competencies and knowledge areas for people working in CSR? What career pathways are available to people working in CSR? Is CSR a profession? If so, what professional standards and ethics are appropriate for people working in CSR? What are the implications of the gender imbalance in the field? Given so many CSR workers are women aged 26-45, does CSR offer greater opportunities for part time work? How do part time CSR workers differ from full time CSR workers?

This is an exciting time to be working in CSR. It is a rapidly evolving field that attracts values-driven, highly committed people who need diverse skills to succeed.

We hope this report will be of value to those who hire CSR managers, those who manage CSR managers, those who aspire to work in CSR, and of course, to those who work in CSR.

This research was independently undertaken by the Australian Centre for Corporate Social Responsibility from May to September 2007. The project was directed by Dr Leeora Black (Managing Director) and implemented by Lori Cordingley (Research Associate). The report was prepared by Lori, Leora and Kate Niblock-Siddle (Program Manager).

For more information about ACCSR visit www.accsr.com.au or phone +61 3 9826 1767