
Corporate Social Responsibility Leadership: Stakeholder Engagement and Impact Measurement Course

6 – 10 September 2027
Barcelona





Corporate Social Responsibility Leadership: Stakeholder Engagement and Impact Measurement Course

Ref: 11_10847 Date: 6 – 10 September 2027 Location: Barcelona Fees: 4800 GBP

Programme Summary

Corporate social responsibility leadership is a one-week training course for directors and senior heads of function working at strategic level, culminating in a board-ready CSR strategy with a stakeholder engagement plan and an impact measurement framework. Many CSR portfolios remain a collection of donations with no clear link to strategy or evidence of results. The approach connects materiality, stakeholder engagement, community investment design and impact measurement to business priorities and reputation. Mars Training Centre UK delivers this programme in corporate social responsibility leadership.

The Business Case

Boards, investors and the public now scrutinise social responsibility spending closely. Initiatives chosen without a materiality test or stakeholder input drift and leave the organisation unable to show what changed. Leaders who set priorities, involve the right stakeholders and measure outcomes turn CSR from a cost line into a source of trust and licence to operate.

- Stakeholder Trust and Reputation: Strengthens relationships with communities, regulators and investors through structured, two-way engagement.
- Social Investment Effectiveness: Directs community budgets toward material issues where measurable outcomes can be shown.
- Reporting Credibility: Reduces disclosure risk by grounding CSR claims in consistent impact data and recognised reporting practice.

Principles and Evidence Base

- ISO 26000 Guidance on Social Responsibility: Provides the seven core subjects used in Session 1 to scope responsibilities and diagnose gaps.
- GRI Standards: Frame the impact materiality assessment in Session 2 and the CSR reporting practice in Session 5.
- Social Return on Investment SROI: Supplies the method for valuing outcomes and comparing community investments in Session 4.
- UN Sustainable Development Goals: Offer a shared language for aligning CSR priorities with global development aims in Sessions 2 and 3.



Intended Participants

- Executives accountable for an organisation's social responsibility strategy and budget.
- Senior leaders who manage relationships with communities, civil society and government partners.
- Leaders of corporate affairs who protect reputation and public disclosures.
- Sustainability directors who integrate social priorities into enterprise strategy and risk.

The programme serves corporate affairs, sustainability, strategy and community investment functions across energy, banking, telecommunications, construction and public sector organisations.

Learning Outcomes

1. Participants will be able to evaluate the maturity of an organisation's corporate social responsibility approach against the ISO 26000 core subjects.
2. Participants will be able to prioritise material social issues using an impact materiality assessment.
3. Participants will be able to construct a stakeholder engagement plan that sets roles, channels and escalation routes.
4. Participants will be able to design a community investment portfolio linked to business strategy and the Sustainable Development Goals.
5. Participants will be able to appraise social outcomes using a theory of change and SROI analysis.
6. Participants will be able to justify a CSR strategy and reporting approach to a board or executive committee.

Programme Structure

Day 1: Corporate Social Responsibility as Strategy

Where does social responsibility sit in the strategy and governance of the organisation?

- From Philanthropy to Shared Value Thinking
- ISO 26000 Core Subjects and Principles
- Board and Executive Roles in CSR Governance
- Linking CSR to Licence to Operate and Reputation
- CSR Maturity Diagnostic Against ISO 26000

Day 2: Materiality and Priority Setting

Which social issues matter most to the organisation and its stakeholders?

- Impact Materiality Under the GRI Standards
- Mapping Social Issues Across the Value Chain
- Materiality Matrix Construction and Validation
- Aligning Priorities With the Sustainable Development Goals
- Setting CSR Objectives and Boundaries



Day 3: Stakeholder Engagement and Partnerships

How are stakeholders identified, involved and kept informed?

- Stakeholder Mapping by Influence and Impact
- Engagement Methods From Consultation to Partnership
- Grievance Mechanisms and Community Feedback Loops
- Partnering With Non-Profits and Public Bodies
- Stakeholder Engagement Plan Design

Day 4: Community Investment and Social Impact Measurement

How are social programmes designed and their outcomes evidenced?

- Community Investment Portfolio Design
- Theory of Change and Logic Models
- Outcome Indicators and Data Collection Methods
- Social Return on Investment SROI Analysis
- Employee Volunteering and In-Kind Contribution Models

Day 5: Applying Corporate Social Responsibility Leadership

How are priorities, engagement and measurement combined into a strategy the board can approve?

- CSR Reporting Using the GRI Standards
- Applying the Materiality Results to a Participant Organisation
- Testing the Stakeholder Plan Against a Reputational Scenario
- Prioritising the Investment Portfolio With SROI Findings
- CSR Strategy Presentation to a Simulated Board

Methodology

The programme relies on case analysis of CSR decisions from several sectors, with structured exercises in which participants build materiality matrices, stakeholder maps and impact models for their own organisations. Peers challenge each draft, and Session 5 tests the strategy in a board simulation.

- Suggested activity: Building a materiality matrix for a telecommunications operator.
- Suggested activity: Role-playing a community consultation on a new construction project.
- Suggested activity: Calculating an indicative SROI ratio for a bank's youth employment programme.



Capstone Output

Each participant completes a CSR strategy for their own organisation. It contains a materiality assessment, a stakeholder engagement plan, a prioritised community investment portfolio, an impact measurement framework and a reporting outline, ready for discussion with an executive committee or board.

Frequently Asked Questions

Is the corporate social responsibility leadership programme suitable for senior leaders new to CSR?

Yes. It is designed for directors and heads of function at strategic level. It assumes management experience but not specialist CSR training.

Which standards does the corporate social responsibility leadership programme rest on?

It draws on ISO 26000 for scope and principles, the GRI Standards for materiality and reporting, SROI for valuing outcomes and the Sustainable Development Goals for alignment.

How is the CSR strategy capstone used at work?

You leave with a CSR strategy covering materiality, stakeholders, investment priorities, impact measures and reporting. It can go to your executive committee or board as the basis for next year's social responsibility plan.