Level 4 Diploma in Business
Ofqual Number: 100/6396/1 Quartz ID: 1259

Unit ID: F/651/7885

Corporate Responsibility within Sustainable Business

Global Assignment
Sustainable Business

Sample

Marking Scheme

The maximum mark for this paper is 100.

Markers are advised that, unless a task specifies that an answer be provided in a particular form, then an answer that is correct (factually or in practical terms) **must** be given the available marks. If there is doubt as to the correctness of an answer, the relevant NCC Education materials should be the first authority.

This marking scheme has been prepared as a **guide only** to markers and there will frequently be many alternative responses which will provide a valid answer.

Each candidate's script must be fully annotated with the marker's comments (where applicable) and the marks allocated for each part of the tasks.

Throughout the marking, please credit any valid alternative point.

Candidate Name and ID number:		
Marker's comments:		
Moderator's comments:		
Mark:	**Moderated mark:**	**Final mark:**

Penalties applied for academic malpractice:

Task 1   **20 marks**

Analyse TWO (2) key drivers encouraging WaveGreen Foods Ltd to strengthen its approach to Corporate Responsibility.

Explain how each driver (for example, regulatory, reputational, stakeholder or competitive) can influence decision-making and strategic priorities. Support your answer with applied examples from the scenario.

Mark Scheme:

Indicative Content:

• External drivers: regulatory (e.g. Companies Act 2006 s172 duties; Modern Slavery Act transparency statements; Environment Act 2021 targets), investor ESG expectations, NGO/media scrutiny, consumer demand for ethical plant-based products, supplier assurance trends.
• Internal drivers: purpose/values; employer brand and talent attraction; operational efficiency (energy, waste); risk mitigation (reputational and supply-chain).
• Stakeholder influence: application of the Stakeholder Salience Model (power/legitimacy/urgency) to prioritise investors, retailers, employees, NGOs and farming co-ops for ingredients.
• Decision impacts: board commitment, capex for energy efficiency, supplier codes, audits, living-wage requirements, KPIs and disclosure commitments.

Strong responses will:

• Justify why two drivers are most material to WaveGreen Foods' context (UK plant-based manufacturer with supply-chain transparency and energy concerns).
• Show causal links from each driver to governance, policy, metrics, or investment choices, avoiding generic lists.
• Use realistic examples

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Little to no understanding of CR drivers.	*Identifies some relevant drivers but links to decision-making are limited.*	*Satisfactory explanation of at least two drivers with some analysis and scenario examples.*	*Good analysis with clear causal links from drivers to policies/investment*	*Comprehensive, well-justified analysis prioritising the most material drivers; strong scenario integration.*
Assertions are generic, inaccurate or unrelated to the scenario.	*Minimal or superficial scenario reference.*	*Emerging stakeholder insight though this may be underdeveloped.*	*Appropriate stakeholder prioritisation; applied examples relevant to Wavegreen.*	*Critical consideration of trade-offs and stakeholder dynamics; precise, accurate terminology.*

Marker's Comments/Justifications:				

Task 2   **20 marks**

Evaluate the potential tensions between WaveGreen's short-term profit objectives and its long-term sustainability goals. Explain how these tensions could affect both:

- Business decision-making
- Stakeholder relationships

Use realistic examples relevant to WaveGreen Foods Ltd.

Mark Scheme:

Indicative Content:

• Profit vs. sustainability tensions: near-term margin pressure from ethical sourcing, renewable energy PPAs, packaging redesign vs. long-term value through resilience, brand trust, and innovation.
• Strategic choices: lowest-cost suppliers vs. human-rights and deforestation safeguards; fast growth vs. capacity for emissions tracking and QA.
• External challenges shaping decisions: Net Zero targets, rising energy prices, biodiversity risks, evolving UK/EU reporting regimes, retailer codes of practice.
• Effects on decision-making: hurdle rates adjusted for carbon/ESG risk, staged roll-outs, pilot projects, internal carbon price; impacts on stakeholder relationships (retailers, consumers, workforce, investors).
• Benefits and challenges: innovation, access to green finance; risks of greenwashing, supply disruption, culture resistance, cost pass-through sensitivity.

Strong responses will:

• Provide applied, numeric or process-level examples
• Balance tensions with mitigation options (phased sourcing, supplier development, blended finance).

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Limited awareness of sustainability tensions; largely descriptive.	*Basic recognition of short-term vs. long-term trade-offs; limited application.*	*Satisfactory evaluation with relevant WaveGreen examples; some consideration of global/national challenges.*	*Good, well-structured evaluation linking tensions to governance, capital allocation, and stakeholder trust.*	*Excellent critical evaluation with integrated financial/operational reasoning; insightful treatment of external challenges*

No clear implications for stakeholders or decisions; weak or no scenario use.	Stakeholder effects mentioned but not analysed.	Partial balance of benefits and challenges.	Realistic mitigations proposed.	Convincing, scenario-specific recommendations.
Marker's Comments/Justifications:				

Task 3   **20 marks**

The Board wants to establish a stronger approach to governance and risk management in the CR&S strategy.

Explain how effective governance structures and ESG (Environmental, Social and Governance) principles can strengthen WaveGreen's CR&S credibility.

Include at least ONE (1) example of how CR&S data or risk monitoring could inform decision-making.

Mark Scheme:

Indicative Content:

Governance: board oversight, sustainability/ESG committee, CSO role, clear reporting lines; accountability.
• ESG principles: integration into enterprise risk management and strategy; materiality; sector-specific considerations for food manufacturing (energy, water, packaging, supply-chain labour).
• Risk management: identify–assess–prioritise–respond–monitor; risk types (strategic, compliance, operational, reputational); controls (supplier audits, whistleblowing, energy management systems).
• Data and decision-making: KPI dashboards (Scopes 1–3, waste, water), internal audits, assurance readiness; example—using supplier non-compliance data to trigger remediation or exit.

Strong responses will:

• Show how structure influences effectiveness (e.g. decentralised ops vs. central CR&S team).
• Provide a concrete example of a risk register entry with likelihood/impact and control action.
• Explain how data quality (timeliness, assurance) affects credibility and investor confidence.

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Little or inaccurate understanding of governance/ESG	*Some accurate, relevant points made but may be underdeveloped*	*Satisfactory explanation of governance and ESG integration with a workable risk example.*	*Good analysis connecting structure, ESG and risk processes.*	*Comprehensive and coherent treatment showing governance design choices, integrated ESG, robust risk cycle.*
Risk management absent or incorrect; no scenario linkage.	*Risk concepts referenced without application. Minimal WaveGreen context.*	*Satisfactory links to scenario and industry.*	*Clear example of data-informed decisions; appropriate controls.*	*High-quality data/assurance; strong scenario application.*
Marker's Comments/Justifications:				

Task 4   **20 marks**

WaveGreen Foods Ltd is preparing to publish its first annual Sustainability Report.

Write a briefing note for senior management that outlines TWO (2) key benefits of transparent CR&S reporting for the organisation and its stakeholders **and** explains how stakeholder engagement can improve the quality and impact of the report.

The response should use a clear, professional format suitable for management.

Mark Scheme:

Indicative Content:

• Benefits of reporting: transparency, trust, investor readiness, retailer engagement, benchmarking, culture alignment; avoidance of greenwashing via consistent metrics and targets.
• Frameworks and quality: materiality, KPIs with baselines/targets, independent assurance options; visual clarity and audience focus.
• Stakeholder engagement: consultations (employees, suppliers, NGOs, customers), materiality assessment, feedback loops; risks (tokenism) and mitigations (evidence, follow-through).
• Professional briefing note format: purpose, key points, recommended actions, risks, timeline/ownership.

Strong responses will:

• Link engagement insights to report content and targets.
• Describe how assurance/verification elevates credibility with investors/retailers.
• Provide realistic milestones for WaveGreen's first reporting cycle.

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Limited understanding of reporting/engagement; lacks structure and application.	*Basic outline with partial relevance.*	*Good analysis linking reporting benefits to stakeholders.*	*Strong, professionally structured note.*	*Comprehensive, management-ready briefing with incisive recommendations, risks and mitigations.*
Benefits are generic or absent.	*Engagement mentioned without depth; limited consideration of quality/assurance.*	*Some framework knowledge; applied suggestions for engagement.*	*Clear links made between materiality, KPIs, engagement, and assurance.*	*A credible plan for reporting and engagement.*
Marker's Comments/Justifications:				

Task 5   **20 marks**

Following staff feedback, it has become clear that many employees do not fully understand WaveGreen's sustainability objectives.

Prepare the opening section of a staff briefing that:

- Explains the importance of embedding sustainability and ethical responsibility in company culture.
- Describes how leaders can promote engagement and learning in CR&S.
- Outlines simple actions that employees can take to support long-term sustainability goals.

The tone should be inclusive and motivating, suitable for internal communication.

Mark Scheme:

Indicative Content:

• Culture and learning: embedding CR&S values, aligning behaviours and incentives; role of leadership modelling, recognition, and communication.
• Engagement mechanisms: onboarding modules, toolbox talks, peer champions, campaigns (e.g. energy saving), micro-learning, communities of practice; feedback loops and reflective practice.

• Practical actions for teams: waste segregation, supplier red-flag reporting, data capture for KPIs, suggestion schemes; QA of contributions (peer review, dashboards).
• Style: inclusive, motivational opening that sets expectations and psychological safety; clear next steps and support.

Strong responses will:

• Provide a realistic script/opening that references specific WaveGreen sustainability goals.
• Show how leaders create accountability and support (time, tools, recognition).
• Connect engagement to measurable outcomes.

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Minimal understanding of culture/learning. *Generic statements.*	*Some relevant ideas but limited cohesion.*	*Satisfactory, structured opening with practical actions.*	*Good, engaging script with clear leadership techniques and actions.*	*Comprehensive, inclusive briefing opening with strong cultural levers and concrete actions.*
No actionable steps or scenario fit.	*Weak linkage to leadership behaviours or measures.*	*Some leadership and measurement elements although these may be underdeveloped.*	*Good links to KPIs.* *Good cohesion.*	*Credible mechanisms for sustaining engagement and monitoring impact.*
Marker's Comments/Justifications:				

Total 100 marks

Learning Outcomes matrix

Question	Learning Outcomes / Assessment Criteria assessed	Marker can differentiate between varying levels of achievement
1	1.2, 1.3	Yes
2	2.2, 2,3, 2,4	Yes
3	3.1, 3,2, 3,5	Yes
4	4.2, 4,4, 4,5	Yes
5	4.3, 4.7, 4.8	Yes

Grade descriptors

Learning Outcome	Pass	Merit	Distinction
LO1	Demonstrates a satisfactory understanding of Corporate Responsibility and its relationship to ethics, governance, and accountability. Identifies key drivers for CR adoption with some awareness of stakeholder influence and sectoral variation.	Provides a clear and well-reasoned analysis of the development and drivers of Corporate Responsibility, showing how governance, accountability, and stakeholder expectations interact across different business contexts.	Offers a comprehensive and critical evaluation of Corporate Responsibility as a strategic and ethical concept, showing deep insight into stakeholder dynamics, global trends, and the implications of diverse frameworks and approaches.
LO2	Identifies core sustainability concepts and explains their relevance to business operations with limited analysis of tensions between profit and sustainability.	Provides a balanced evaluation of sustainability's role in value creation, including the challenges of aligning short-term financial goals with long-term environmental and social objectives.	Presents a critical and integrated analysis that links financial, ethical, and operational perspectives, demonstrating strong understanding of global and local sustainability challenges and innovative strategies for long-term value creation.
LO3	Describes the main principles of CR&S, including governance, ESG, risk management, and data considerations, with some awareness of	Analyses how governance, ESG, risk, and sectoral factors interrelate to support effective CR&S delivery. Demonstrates clear understanding of relevant frameworks,	Critically evaluates how strong governance, ESG integration, and evidence-based risk management enhance accountability, transparency, and strategic CR&S outcomes.

	how these influence business practice.	data sources, and regulatory influences.	Demonstrates insight into sectoral and emerging best practice.
LO4	Demonstrates the ability to contribute to the development and reporting of a CR&S strategy, showing basic understanding of stakeholder engagement and quality assurance.	Applies appropriate techniques to design, implement, and review CR&S initiatives. Shows effective use of reporting, engagement, and evaluation methods that align with organisational and stakeholder needs.	Provides a well-integrated and critical application of CR&S strategy techniques, demonstrating leadership, innovation, and continuous improvement in embedding sustainability, ethics, and responsible culture across the organisation.