



CORPORATE SUSTAINABILITY PRACTITIONER COMPETENCY FRAMEWORK 2.0 (CSP 2.0)



2024

[This CSP Competency Framework 2.0 serves as an aspirational benchmark for reference and customisation to suit the unique circumstances of the organisation concerned.]

CORPORATE SUSTAINABILITY PRACTITIONER COMPETENCY FRAMEWORK 2.0 (CSP 2.0)

2024

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**CORPORATE SUSTAINABILITY
PRACTITIONER COMPETENCY
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SECTION 1

INTRODUCTION

INTRODUCTION



In this fast-changing world, the importance of sustainability as a business driver cannot be overstated. The COVID-19 pandemic has exposed unforeseen risks and vulnerabilities for governments, investors and corporates and driven an emphasis on Environmental, Social, and Governance (**ESG**) issues among these major actors. In Malaysia, we are also seeing a greater push from regulators and institutional investors towards sustainability. The Securities Commission Malaysia's updated Malaysian Code of Corporate Governance (**MCCG 2021**) highlights the important role of the board of directors and senior management in addressing sustainability risks and opportunities for the company¹.

Moving forward, sustainability considerations will be presented as a key component for trade, alongside traditional parameters such as price and quality. Businesses need to be economically, environmentally, and socially sustainable to remain relevant in their respective sectors. With the rise in demand for corporates to integrate sustainable practices into their value chains, there is a renewed need to identify the relevant skills and competencies required of sustainability practitioners in driving better corporate sustainability performance.

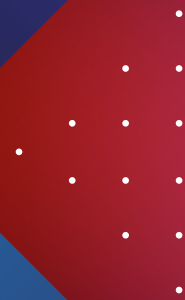
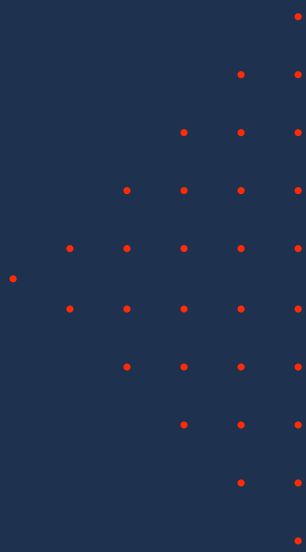
"...sustainability considerations will be presented as a key component for trade, alongside traditional parameters such as price and quality. Businesses need to be economically, environmentally, and socially sustainable to remain relevant in their respective sectors."

¹ Malaysian Code on Corporate Governance (as at 28 April 2021) Practice 4.0: The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

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SECTION 2

ABOUT

**CORPORATE SUSTAINABILITY
PRACTITIONER COMPETENCY
FRAMEWORK 2.0 (CSP 2.0)**

ABOUT

Corporate Sustainability Practitioner Competency Framework 2.0 (CSP 2.0)

Background

The Corporate Sustainability Practitioner Competency Framework (**CSP Competency Framework**) was jointly developed by **Bursa Malaysia** and **UN Global Compact Network Malaysia & Brunei**, with the objective of raising the professional standards of corporate sustainability practitioners in Malaysia to serve as change agents for responsible and successful businesses.

The competency framework serves to define aspirational roles to operationalise sustainability² within an organisation across all sectors and industries. There is no one-size-fits-all sustainability structure, and we do not express a preference for a specific function or title to drive the corporate sustainability agenda. This is not Bursa Malaysia's recommended practice for sustainability governance structure. Companies can choose to implement a sustainability function that best fits its operating environment and DNA and to demonstrate a strong tone at the top.

The outputs of this initiative include the following:

- Competencies have been provided in this document for three levels of positions, i.e., senior management position, middle management position and executive position (**Sustainability Positions**). For ease of reference, we will refer to the Sustainability Positions as Chief Sustainability Officer, Sustainability Manager and Sustainability Executive respectively.

Position	Description
Chief Sustainability Officer (CSO)	This refers to a senior management position that preferably reports directly to the Chief Executive Officer.
Sustainability Manager (SM)	This refers to a middle management position that reports directly to senior management.
Sustainability Executive (SE)	This refers to an executive position that reports directly to middle management.

² There is no single universally accepted definition of sustainability. The most widely used definition is developed by the Brundtland Report of the World Commission on Environment and Development, defining "Sustainable Development" as "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

- While being highly recommended, it is not a requirement to create dedicated positions for sustainability or establish a separate sustainability department to perform the roles and responsibilities of the Sustainability Positions. These roles and responsibilities may also be integrated into the different business or functional units, held by different corporate titles from the ones assigned to the Sustainability Positions.
- An online self-assessment tool (based on the CSP Competency Framework) is available for corporate sustainability practitioners and interested users to identify competency gaps that need to be addressed to become more effective and efficient in their jobs.

What is a Competency Framework?

A Competency Framework is a conceptual model that communicates the different competencies, or capabilities that an individual must have to perform a certain job to the expected standards.³ The model typically comprises three components, namely knowledge required to do the job (Knowledge), competencies required on the job (Skill) and the attitude and beliefs (Beliefs).

What is a Competency Framework Used For?

A Competency Framework is used to identify an individual's performance expectations. To further illustrate, a Competency Framework explains what is expected from an individual and what the standard of performance is. The framework can be used as a roadmap to prepare an individual for a future job or to analyse existing skills, willingness, or knowledge gaps. By being able to define the required competencies, an organisation can guide its sustainability practitioners through a structured development process to close or eliminate these gaps, build on current capabilities and enhance competencies to drive the desired results.

³ [OECD Competency Framework](#)

Approach of the CSP Competency Framework

In Malaysia, corporate sustainability remains a relatively new discipline and is constantly evolving. Thus, a key objective of developing this CSP Competency Framework is to support the development of corporate sustainability practitioners to become agile leaders and lifelong learners who thrive amid the uncertainty of change.

The **Learning Leader Competency Model** (Figure 1) was used as a key reference in the development of the CSP Competency Framework. The model describes the six critical competencies of a leader, ranging from competencies required to manage required processes; to utilise needed resources; to inspire people; to develop social network and partnerships; to have personal mastery; and to govern the achievement of the performance required of their role.

THE LEARNING LEADER COMPETENCY MODEL



Figure 1: Learning Leader Competency Model⁴

⁴ The Science of People Performance by Nishant Kumar Gautam and Prim Farim.

The final output of the CSP Competency Framework comprises the three base components of "Knowledge", "Skills" and "Beliefs" (Figure 2) for each Sustainability Position. The key levels of the CSP Competency Framework include "Competencies" (the roles of a practitioner's job) and "Sub-Competencies" (the specific functions of a practitioner in delivering the roles).

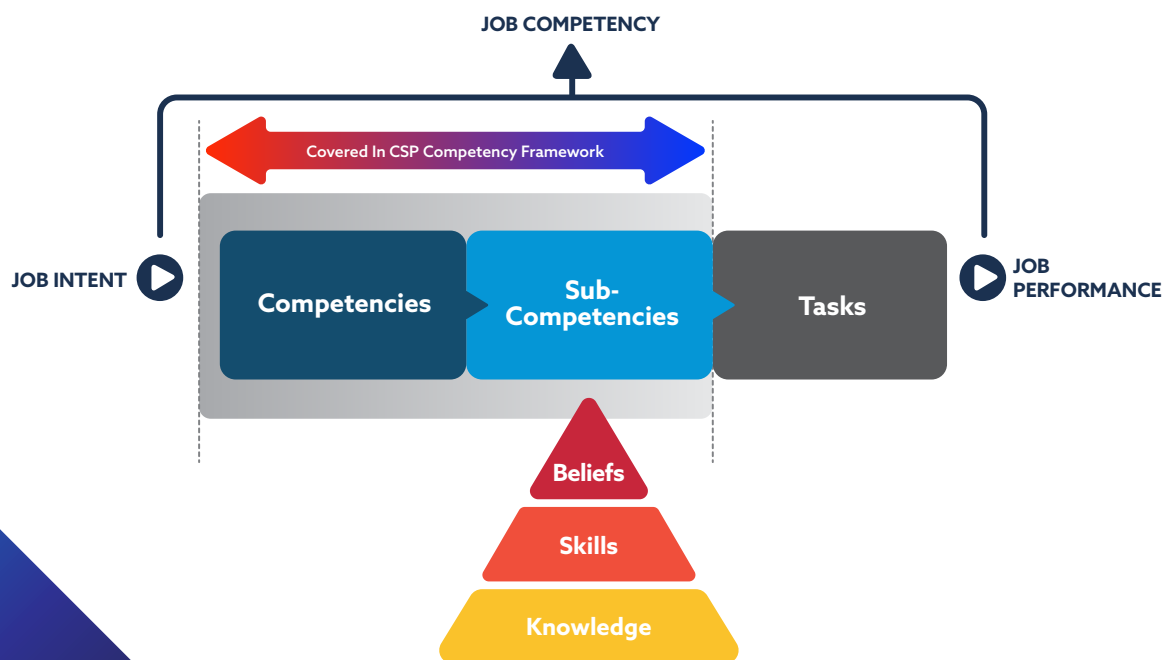


Figure 2: **Key components of the Competency Framework**

This document provides an overview of the "Competencies" and "Sub-Competencies" levels, as mentioned above, in relation to each Sustainability Position. Users may refer to the CSP Competency Framework as a guide to build on the "Task" level components (i.e. the day-to-day activities) for each Sustainability Position, which match the unique requirements of their operating environment and industry needs.

In addition, guidance and references have been provided to support each "Sub-Competency", where relevant, to enable corporate sustainability practitioners or Human Resource experts to develop Key Performance Indicators (KPIs) and job descriptions best suited for their organisations' needs.

The guidance and references provided in the document are not intended to be exhaustive but cover generally-accepted practices and initiatives to operationalise sustainability within an organisation.

Example of a “Competency” and “Sub-Competency” of a Chief Sustainability Officer:

- **Competency:** Envision, Drive and Enhance Sustainability Value for All Stakeholders
- **Sub-Competency:** Establish Sustainability Strategic Blueprint, Drive Organisation Climate Change Agenda, Raise SDG Ambition, Align Strategic Initiatives, Drive Strategic Execution, Ensure Management Buy-In, Enhance External Stakeholder Satisfaction, Navigate Changing Sustainability Landscape, Ensure Effective Disclosures.

Methodology: Developing the CSP Competency Framework

The following steps were used to develop the CSP Competency Framework:



⁵ The straw model is a generic model used worldwide in the facilitation of leadership competencies – The Development of A Conceptual Meta-Leader Development Model

Continuous Improvement

The CSP Competency Framework will be periodically enhanced to reflect changing business needs, new approaches to learning and development, emerging best practices and stakeholder expectations. Users of the CSP Competency Framework are encouraged to refer to this framework and self-assess on an annual basis.

With the evolving demands of sustainability, CSP 2.0 bridges current practices with future expectations, providing an updated, forward-looking framework to support organisations in meeting the challenges of long-term sustainability and driving impactful initiatives.

CSP 2.0 Enhancements

Building on the original 2021 framework, CSP 2.0 advances corporate sustainability competencies to align with global standards. This enhanced version introduces critical new competencies that reflect the latest reporting developments, including the Taskforce on Nature-related Financial Disclosures (TNFD) and International Financial Reporting Standards (IFRS) S1 and S2.

As a vital resource to all relevant departments in an organisation (such as Sustainability, Strategy, HR), CSP 2.0 aids in selecting and developing sustainability leaders and practitioners, enhancing FTSE4Good ratings and supporting top-quartile performance.

Competence Proficiency Levels and Assessment Method

There are five proficiency levels for each Sub-Competency which are derived from Bloom's Taxonomy. To undertake the self-assessment against the competencies, please use the digital tool on [BURSASUSTAIN](#).

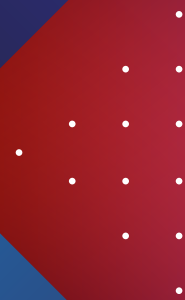
Users of the CSP Competency Framework are encouraged to refer to this document for updates, including the forthcoming self-assessment tool reflecting CSP 2.0.

The following sections in this document provide a deep dive on the job purpose, job description, and the Competencies and Sub-Competencies of the Chief Sustainability Officer, Sustainability Manager, and Sustainability Executive.

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2024



SECTION 3

CSO

CHIEF SUSTAINABILITY OFFICER

CSO

Chief Sustainability Officer

Job Purpose

The main job purpose of a CSO is to be a change agent to nurture a responsible business and sustainability culture by **inspiring and leading** the organisation to achieve its sustainability goals and targets.

Job Overview

The job description of a CSO comprises the following (Figure 3)



Chief Sustainability Officer (CSO)

Figure 3: CSO Job Overview

Overview: CSO Competencies

There are 7 Competencies and 49 Sub-Competencies listed for the role of a CSO.

Chief Sustainability Officer:

7 Competencies and 49 Sub-Competencies



CSO

Competencies and
Sub-Competencies

1.0 Envision, Drive and Enhance Sustainability Value for All Stakeholders

Able to strategically envision and drive the execution of the organisation's sustainability direction, programmes and action plans to achieve the organisation's sustainability goals and targets and manage its material sustainability impacts⁶ across economic, environmental, social and governance dimensions.

1.1 Establish Sustainability Framework

Description:

Able to provide leadership and guidance to design and establish Sustainability Framework for the organisation by adapting to well-established existing frameworks to organisation's needs, encompassing a structured approach to managing economic, environmental, social and governance risks and opportunities.

Guidance:

The Sustainability Framework should prioritise alignment with shareholders, investors, customers, and other key stakeholders to gather feedback and integrate their expectations. It should outline strategies for sustainable value creation, establish measurable goals, and implement clear reporting mechanisms, thereby showcasing your commitment to economic and ESG principles. By engaging stakeholders, the framework not only highlights your dedication to sustainability but also demonstrates your organisational impact through baseline metrics and allows for the monitoring of economic and ESG performance via defined tracking metrics.

Reference:

You may refer to the following examples of Sustainability Frameworks that can be adapted to your organisation's needs:

- [Maybank Group Sustainability Framework](#)
- [IJM Group Sustainability Framework](#)
- [FGV Holdings Enhanced Sustainability Framework](#)

⁶ For further information, please refer to [Bursa Malaysia Sustainability Reporting Guide 2nd Edition](#) and [Materiality Assessment Toolkit 2nd Edition](#).

CSO

Competencies and
Sub-Competencies

1.2 Establish Sustainability Strategic Blueprint

Description:

Able to establish sustainability strategic blueprint that is built on organisation's sustainability framework and aligned with its corporate strategy, based on balanced scorecard principles, incorporating relevant local and global sustainability standards and best practices that results in value creation for the organisation and stakeholders.

Guidance:

The Sustainability Blueprint should contain clearly defined goals and targets encompassing financial, customer, internal business and learning perspectives. The Sustainability Blueprint should also address megatrends, material sustainability impacts, stakeholder priorities, risks and opportunities with time-bound action plans. Adequate considerations should also be given to industry-specific sustainability standards and ratings, peer-set benchmarking and sustainability-focused index requirements.

Reference:

You may refer to the following examples of Sustainability Blueprints:

- [Sime Darby Sustainability Blueprint](#)
- [Prasarana Sustainability Blueprint](#)
- [CelcomDigi 5-Year ESG Strategy](#)

1.3 Drive Organisation's Climate Change Agenda

Description:

Able to drive organisation's climate change agenda by developing and implementing a climate strategy that is science-based and aligned with the latest national (e.g., Nationally Determined Contributions and National Energy Transition Roadmap) and global (e.g., Paris Agreement) net-zero goals and developments.

Guidance:

The climate strategy should encompass baseline organisational climate data and ideally cover Scope 1,



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Competencies and Sub-Competencies

2 and 3 emissions across the organisation value chain. It should align with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), national climate plans, and any relevant developments. The climate strategy should also consider ambitions to set science-based targets and reach net-zero emissions.

Reference:

For examples of climate strategies, you may refer to:

- [SD Guthrie's Climate Action Plan](#), which outlines its commitment to reducing carbon intensity by 50% by 2030, with a long-term goal of achieving Net Zero emissions. The plan emphasises restoring degraded land, protecting habitats, responsible agricultural practices, and removing deforestation from its supply chain to support climate change mitigation and adaptation efforts.
- [Coca-Cola's Climate Action Strategy](#), which outlines its commitment to reducing absolute greenhouse gas emissions by 25% by 2030 (against a 2015 baseline) and achieving net-zero carbon emissions by 2050. Coca-Cola continues to adopt renewable energy sources and evolve its climate goals through science-based targets aligned with current climate science.

1.4 Drive Organisation's Human Rights and Labour Agenda

Description:

Able to drive and address the organisation's human rights and labour agenda enterprise-wide and working closely with procurement team for supply chain engagements in developing and implementing relevant strategies that are aligned with global frameworks such as the Universal Declaration of Human Rights ("UDHR"), International Labour Organization ("ILO")'s Declaration on Fundamental Principles and Rights at Work, UN Guiding Principles on Business and Human Rights ("UNGPs"), and the 10 Principles of the United Nations Global Compact ("UNGC").

**CSO**Competencies and
Sub-Competencies**Guidance:**

Driving an organisation's human rights and labour agenda should align with international standards. The framework should apply to employees, business associates, and all stakeholders, ensuring compliance with local laws and international guidelines. It should address labour rights, ethical practices, and risk assessments, with strong governance to support continuous improvement.

Reference:

For an example of human rights and labour initiatives, refer to [PLUS Malaysia Berhad's \(PMB\) Human Rights Policy](#). PLUS ensures compliance with global human rights standards, applying the policy to its personnel and business associates. The policy is guided by the UN and local laws, with a focus on ethical practices across its supply chain.

1.5 Drive Organisation's Nature-related Agenda**Description:**

Able to drive and address organisation's nature-related agenda by developing and implementing relevant strategies that are aligned with relevant frameworks e.g., Taskforce on Nature-related Financial Disclosures (TNFD) and Global Biodiversity Framework (GBF).

Guidance:

Driving an organisation's nature-related agenda should encompass assessing nature-related risks, impacts and opportunities, collaborating with various organisations, and engaging communities to enhance biodiversity conservation and support long-term sustainability. The TNFD facilitates the organisation to integrate nature into its decision making.

Reference:

For an example of [nature-related initiative, Tenaga Nasional Berhad \(TNB\)](#) addresses environmental challenges through partnerships with organisations like the Department of Wildlife and National Parks and the Forestry Department. Their efforts include implementing preventive and restorative measures, conducting studies on threatened species, and managing habitats to protect biodiversity hotspots.

**CSO**Competencies and
Sub-Competencies

1.6 Raise Sustainable Development Goals (SDG) Ambition

Description:

Able to raise the SDG ambition of the organisation by developing an integrated organisational sustainability strategy (SDG Strategy) that supports business performance while addressing SDG objectives and targets.

Guidance:

The development of SDG Strategy should be guided by the [UNGC SDG Ambition Benchmarks](#) and other relevant guides on implementation or operationalisation of SDGs. The SDG Strategy should include the setting of specific SDG-linked targets and plans to report on progress annually.

Reference:

You may refer to the examples of SDG-linked targets guided by the SDG Ambition Benchmark from:

- [Kenanga Investment Bank Berhad](#)
- [Telekom Malaysia](#)

1.7 Align Strategic Initiatives

Description:

Able to align sustainability strategic initiatives with organisational priorities and objectives to add value across business and functional units.

Guidance:

Alignment of initiatives could be achieved through regular proactive engagements with business and functional units as well as the establishment of appropriate sustainability management structures such as cross-functional committees, working groups, task forces and project teams.

Reference:

For an example of aligning sustainability strategic initiatives with organisational goals, you may refer to Duopharma Biotech Berhad's approach to [sustainability alignment](#).

CSO

Competencies and
Sub-Competencies

1.8 Drive Strategic Execution

Description:

Able to drive and enforce execution of the Sustainability Blueprint or initiatives systematically and within budget with appropriate monitoring and progress-tracking measures.

Guidance:

Clear communication, innovation and brainstorming are important components to effective execution. Performance dashboards and reporting templates may be used to facilitate the monitoring and progress tracking of action plans by various business and functional units. The mechanism can also be used to report sustainability progress to stakeholders.

Reference:

For examples of driving and executing sustainability initiatives, refer to Unilever and Maybank. Unilever outlines its long-term ambitions and specific sustainability goals in their [Sustainability Goals document](#), which includes budget considerations to facilitate effective execution. Meanwhile, Maybank demonstrates a robust monitoring and tracking mechanism through its [Sustainability Performance Data](#), providing clear performance metrics and reporting templates to effectively communicate sustainability progress to stakeholders.

1.9 Ensure Board and Management Buy-In

Description:

Able to ensure buy-in by engaging with the board of directors and senior management to gain execution support of sustainability strategies, initiatives and action plans.

Guidance:

Buy-in can be achieved by demonstrating Return on Investment (ROI) for planned sustainability strategies, initiatives and action plans to the board and senior management. The approach should include providing data-driven projections and measurable outcomes that contribute to business growth. These can be measured via appropriate metrics such as financial return, market growth, customer loyalty, talent attraction, product or service innovation, or business resilience.

CSO

Competencies and
Sub-Competencies**Reference:**

For examples of engaging with the board of directors and senior management to gain support for sustainability strategies, refer to [Sime Darby Property and HSBC. Sime Darby Property's Board Sustainability Committee Terms of Reference](#) outlines the board's role in supporting sustainability targets. [HSBC's insights paper](#) presents case studies demonstrating how companies effectively engaged management and stakeholders on the importance of supplier engagement as part of their sustainability initiatives.

1.10 Enhance External Stakeholder Satisfaction**Description:**

Able to enhance relevant external stakeholder satisfaction by anticipating potential sustainability-related challenges and ensuring that prompt remedial actions are taken and stakeholder expectations are properly managed.

Guidance:

External stakeholders could include shareholders, investors, customers, suppliers, communities, strategic partners and regulators. The approach should include transparent and proactive engagements, establishment of feedback communication channels and provision of timely and adequate information to stakeholders.

Reference:

For an example of enhancing external stakeholder satisfaction through proactive engagement, refer to the [Securities Commission Malaysia \(SC\) Perception Survey](#), which provides insights into how it is perceived by key external stakeholders, such as investors. This helps the SC refine its policies and align strategies with stakeholder needs, ultimately improving satisfaction.

**CSO**Competencies and
Sub-Competencies

1.11 Navigate Changing Sustainability Landscape

Description:

Able to appropriately manage or leverage sustainability-related risks, opportunities and impacts for the organisation arising from developments in, among others, relevant laws, listing requirements, disclosure standards or guidelines and emerging sustainability trends.

Guidance:

The approach should include putting in place a monitoring mechanism to continuously scan and review impacts of developments relevant to the industry and organisation. Sustainability strategies, initiatives and action plans should be updated, where necessary, to reflect the changes in operating environment.

Reference:

For an example of managing sustainability-related risks and opportunities, refer to [PaperOne's approach](#) in the paper manufacturing industry. The company actively navigates challenges such as sourcing raw materials sustainably and adhering to stringent environmental standards. Through sustainable sourcing practices, it ensures traceability and compliance, assessing suppliers thoroughly to meet evolving sustainability criteria and regulatory demands. This enables PaperOne to address both the risks and opportunities tied to sustainability trends and regulations, while adapting its strategies to a shifting operating environment.

1.12 Ensure Effective Disclosures

Description:

Able to ensure the availability of accurate, reliable and decision-useful information that demonstrates clearly the sustainability impacts and management approaches to stakeholders, in line with the latest sustainability-related disclosure standards.

Guidance:

Sustainability-related data should be leveraged to drive decision-making, improvements in processes, supply chain enhancements, investment due-diligence and

CSO

Competencies and
Sub-Competencies

other potential sustainability focus areas. It is also vital to ensure regular communication of sustainability performance to stakeholders in line with relevant disclosure requirements, frameworks and best practices while avoiding greenwashing.

Reference:

For an example of ensuring accurate and reliable sustainability-related information, refer to [Accenture's case study on Pos Malaysia](#). This case study highlights Pos Malaysia's sustainability reporting and disclosure practices to meet its goals. It focused on improving data transparency and aligning with disclosure standards to provide stakeholders with clear insights into Pos Malaysia's sustainability impacts and management approaches.

2.0 Govern and Deliver Sustainability Department Performance

Able to lead the department in delivering the agreed sustainability performance by aligning and setting the departmental⁷ goals and targets, monitoring the implementation of agreed actions and taking corrective actions to address any performance gap.

2.1 Establish Performance Parameters

Description:

Able to translate sustainability-related priorities for the organisation to measurable key performance indicators (KPIs) and cascade the KPIs to the department staff.

Guidance:

The departmental KPIs should link to the overall strategy of the business and reflect the integration of sustainability in the organisation. It should also demonstrate the ability to create value for the organisation through the balanced scorecard framework.

⁷ This refers to any sustainability-related function established within the organisation. For ease of reference, we shall refer to it as a department.

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Reference:

For an example of translating sustainability priorities into measurable KPIs, refer to [MRCB](#) and [Gamuda](#). MRCB has embedded key sustainability matters into the KPIs of their Senior Management team, linking these to remuneration to ensure accountability. Similarly, Gamuda has established key management practices that integrate sustainability-linked KPIs to drive performance aligned with sustainability objectives across the organisation.

2.2 Review and Rectify Performance

Description:

Able to review overall department performance progress and identify corrective actions to ensure sustainability targets are met while addressing individual performance gaps as per the organisation's performance review policy.

Guidance:

An effective performance review should be a two-way process and able to generate constructive performance feedback that focuses on opportunities for growth as well as create individual development plans.

Reference:

For more insights on conducting performance reviews, you may refer to [S&P Global's Corporate Sustainability Assessment report](#).

2.3 Demonstrate Departmental Impact

Description:

Able to demonstrate departmental impact and value creation in order to position it as a significant function within the organisation.

Guidance:

The approach should include active participation in various key management committees to provide value-added guidance and support such as identifying sustainability opportunities or solving sustainability challenges.

CSO

Competencies and
Sub-Competencies**Reference:**

For more insights on elevating the sustainability departmental function, you may refer to [McKinsey & Company's](#) guidance on structuring teams around specific sustainability issues and empowering them with real authority to drive impactful change.

2.4 Recognise Performance Outcome**Description:**

Able to propose comparable rewards for good departmental performance and recognise the individual's positive contributions through an objective and transparent evaluation process.

Guidance:

The approach should include ensuring that rewards accorded to the department are fair and balanced compared with other similar functions within the organisation.

Reference:

For more insights on rewards and recognition practices, you may refer to [Harvard Business Review's article](#) on linking executive pay to sustainability goals, and [REBA's sustainable rewards strategy](#).

3.0 Inspire and Drive the Organisation Sustainability Culture

Able to inspire and drive the organisation, teams and individuals to embrace, align and act in accordance with sustainability industry best practices to achieve organisation sustainability goals.

3.1 Lead Organisational Change**Description:**

Able to lead organisational change management by influencing key decision makers via a "whole-of-organisation" approach, where sustainability factors are embedded and considered in all relevant decision-making processes.

**CSO**Competencies and
Sub-Competencies**Guidance:**

A “whole-of-organisation” approach should involve all parts of the organisation by engaging various departments’ key decision makers to understand their concerns and readiness to change. This includes demonstrating the business case for change that resonates at an individual or organisational level in order to enhance performance or reduce required resources for positive impact.

Reference:

For more insights on leading organisational change management with a sustainability-first agenda, you may refer to Unilever’s approach under [former CEO Paul Polman](#), who embedded sustainability into core business strategies by influencing decision-makers across the organisation. His leadership serves as a strong example of how sustainability can redefine business success.

3.2 Drive Sustainability Culture

Description:

Able to increase organisation-wide commitment to sustainability and adoption of sustainability as a core value through the development and implementation of a sustainability culture plan.

Guidance:

A sustainability culture plan should consider ingraining sustainability as part of the organisation’s purpose statement to influence its decision-making and work actions. This also helps in defining the organisation’s values and forming a part of its employee identity.

Reference:

For more insights on building a sustainability culture, refer to [Quantis’ article](#), a Boston Consulting Group (BCG) company, on the steps businesses can take to build a strong sustainability culture, as well as [HSBC’s guide](#) on promoting a sustainable corporate culture. These resources highlight the importance of integrating sustainability into the company’s core values and aligning employee actions with sustainability goals.

CSO

Competencies and
Sub-Competencies

3.3 Establish Sustainability Talent Pipeline

Description:

Able to co-develop a sustainability talent programme with Human Resources (HR) to build a ready pool of qualified candidates who are prepared to step up to fill relevant sustainability roles.

Guidance:

A sustainability talent programme may consist of the development of a sustainability-linked competency requirement list for the organisation workforce that can be used by HR as part of the talent attraction and retention process to enable the recruitment and retention of sustainability talents.

Reference:

For an example of a talent pipeline programme, you may refer to Maybank's MSPC programme. The [Maybank Sustainability Practitioner Certification \(MSPC\) Programme](#), developed with UNGCMYB, is designed to build a pool of sustainability professionals. It aligns with Maybank's goal of fostering a sustainability-driven culture and meeting the growing demand for sustainability expertise within the financial sector.

3.4 Institutionalise a Communication System

Description:

Able to conceive and develop communication plans that utilise multi-channels for an effective communication process for internal and external stakeholders on sustainability issues and achievements.

Guidance:

An effective sustainability communication plan should go beyond compliance and articulate how an organisation is able to contribute to a better future in an authentic, transparent, consistent, relevant and credible manner. It should also serve as a guide for the organisation to help communicate sustainability to avoid possibilities of greenwashing and criticisms on ESG credibility, which will enhance stakeholders' trust.

CSO

Competencies and
Sub-Competencies**Reference:**

For more insights, refer to [Forbes' article](#) that highlights the importance of credible sustainability communication and strategies to build trust in sustainability efforts, while avoiding greenwashing and enhancing stakeholder confidence in an organisation's ESG practices.

3.5 Establish Shared Accountability**Description:**

Able to integrate sustainability into other departments' roles by advocating the incorporation of environmental and social considerations into their business planning and performance management.

Guidance:

The approach should include engaging the relevant departments across the organisation by demonstrating the value and benefits of adopting sustainability considerations. This also includes promoting shared sustainability-linked KPIs across relevant departments.

Reference:

For examples of remuneration frameworks and Key Performance Indicators (KPIs), you may refer to [EY](#) and [Axiata's](#) approach. These resources highlight how sustainability-linked KPIs can be adopted across departments to align sustainability efforts with performance metrics and drive organisational change.

4.0 Secure and Optimise Resources for the Organisation

Able to secure the necessary funds, resources and support required for the success of sustainability-related strategies, initiatives and action plans.

4.1 Enhance Sustainability Branding**Description:**

Able to enhance organisation brand value by leveraging the strengths of the company's sustainability achievements, as well as maintaining oversight of appropriate brand value measurement methodologies and metrics.

CSO

Competencies and
Sub-Competencies**Guidance:**

The approach to enhancing brand value may include collaboration with corporate communications to include organisational sustainability achievements as a key feature in branding. This includes measurements of positive customer interactions and investor requests on sustainability matters.

Reference:

For an example of leveraging sustainability achievements to enhance brand value, you may refer to [Studio Noel's article](#) on sustainability branding examples. These examples illustrate how businesses can integrate eco-friendly practices into their branding strategies, increasing customer engagement, attracting investor interest, and boosting overall brand value by showcasing their commitment to sustainability.

4.2 Tap Into Sustainable Financing

Description:

Able to tap into various sustainability-linked financing by ensuring that the organisation's sustainability performance meets financiers' requirements, standards and relevant taxonomies (e.g., ASEAN Taxonomy, climate bond initiative, Climate Change and Principle-based Taxonomy (CCPT), and pivoting the organisation towards more sustainability financing products by working closely with relevant departments within the organisation (e.g., finance, commercial, business development, investment departments).

Guidance:

The approach should include the setting of sustainability-related KPIs aimed at securing sustainability-linked financing for the organisation.

Reference:

For examples of how organisations can secure sustainability-linked financing through sustainability performance, refer to [AEON Credit's](#) success with Mizuho Bank (Malaysia) Bhd, MUFG Bank (Malaysia) Bhd, and CIMB Bank Bhd, as well as [Intercontinental Specialty Fats Sdn Bhd \(ISF\)'s](#) success with RHB Bank. These cases demonstrate how setting sustainability-related KPIs and aligning with financiers' requirements enable organisations to access such financing, supporting their transition to more environmentally responsible operations.

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Competencies and Sub-Competencies

4.3 Position Organisation to be Sustainable Investment Ready

Description:

Able to attract sustainability-focused investors by preparing the organisation to be ESG investment ready to meet [Sustainable and Responsible Investment \(SRI\)](#) expectations and standards.

Guidance:

Prepare the organisation to be ESG investment ready by aligning required processes with sustainability investment standards that meet the SRI investors' expectations in both sustainability and business performance.

Reference:

For example, you may refer to the [Urban Development Authority \(UDA\)'s Sustainability Sukuk Framework](#), which aligns with Sustainable and Responsible Investment (SRI) standards to attract sustainability-focused investors. This framework demonstrates how adhering to sustainability investment guidelines prepares organisations for ESG investments by incorporating environmental protection, financial inclusion, and climate change mitigation into their practices.

4.4 Optimise Supply Chain Sustainability Footprint

Description:

Able to optimise cradle-to-grave supply chain sustainability footprint by establishing systems and processes that account for ESG considerations and industry best practices.

Guidance:

The approach should include enhancing organisational procurement policies with considerations for carbon and ethical sourcing. This may also include utilising tools that enable effective monitoring of environmental and social metrics such as carbon emission that inform Scope 3 greenhouse gas calculations.

**CSO**Competencies and
Sub-Competencies**Reference:**

For an example of optimising supply chain sustainability footprint, refer to [EcoWorld's approach](#). The Climate Action workshops provided suppliers with insights on climate risks and opportunities and introduced the PROGRESS climate assessment tool, developed by UNGCMYB and Alliance Bank Malaysia Berhad. You may access the [PROGRESS tool here](#).

4.5 Drive Utilisation of Technology and Innovation for Good**Description:**

Able to appropriately invest, identify and leverage technology and innovation that can scale impact of sustainability initiatives, accelerate implementation of sustainable practices and provide cost-effective solutions.

Guidance:

The approach should include the identification and utilisation of the latest innovation and technological solutions to support implementation of sustainability strategies, initiatives and action plans in order to create a competitive edge, drive business performance and allow for potential cost savings.

Reference:

For examples of how organisations can invest in and leverage technology to enhance sustainability initiatives, refer to [Ivey Business School's article](#) on leveraging digital technology and [Accenture's research report](#) on sustainable tech strategies. The article discusses how digital tools like AI and Machine Learning can accelerate sustainable practices and offer cost-effective solutions. Meanwhile, the Accenture report highlights that companies with strong sustainable tech strategies improve their ESG performance and overall business outcomes, showcasing technology's vital role in scaling sustainability efforts.

CSO

Competencies and
Sub-Competencies

4.6 Drive Optimisation of Natural Resource Use

Description:

Able to establish systems that ensure responsible and sustainable management of natural resources (e.g., water, energy, fertile land, natural gases) by minimising use or optimising production potential.

Guidance:

The approach should involve providing direction and recommended strategies to relevant internal process owners to reduce or optimise use of natural resources. These innovative strategies may also help exceed process owners' performance targets by achieving the intended target while using less resources.

Reference:

For more insights on optimising natural resource use, you may refer to [Nibong Tebal Paper Mill Sdn. Bhd. \(NTPM\)'s sustainability initiatives](#), which focus on efficient water, energy, and material management practices.

5.0 Establish Networking and Partnerships at Organisation Level

Able to identify, establish and sustain support and assistance from a large network of partners, alliances and associates (both locally and internationally) to support sustainability strategies, initiatives, and action plans.

5.1 Deliver Shared Outcomes

Description:

Able to work with various stakeholder groups to deliver shared outcomes, and effectively manage conflicting objectives where they may arise.

Guidance:

The approach should include the development of a shared vision with relevant partners and stakeholders from various fields of expertise. The delivery approach should be guided by a solid business value proposition and supported by regular communication.

**CSO**Competencies and
Sub-Competencies**Reference:**

You may refer to the following examples of delivering shared outcomes:

- [UNGC's Anti-Corruption Collection Action](#)
- [VBIAF Unveils New Sectoral Guides for Agriculture, Mining, Transport and Waste Management to boost ESG Integration](#)
- [Impact of Collaborative Smallholder Sustainability Effort Detailed in New Report](#)
- [CEO Action Network \(CAN\)](#)

5.2 Establish and Expand Industry Network**Description:**

Able to establish and expand industry networks to support the organisation's sustainability agenda resulting in an enlarged networking circle of potential partners.

Guidance:

The approach should include continuously identifying and engaging with a broad pool of leading sustainability platforms or networks and participating in external sustainability events and programmes in order to develop a potential sustainability partnership pipeline for the organisation, in line with SDG 17 – Partnership for the Goals.

Reference:

For an example of expanding industry network to support an organisation's sustainability agenda, you may refer to the [Forbes article](#) on building sustainable business growth through strategic networking. This article discusses the importance of continuously identifying and engaging with leading sustainability platforms and participating in external sustainability events.

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5.3 Forge Collaboration and Alliances

Description:

Able to forge strategic collaborations and alliances that result in various sustainability initiatives that support the organisation to achieve its sustainability goals and targets.

Guidance:

The approach should include establishing collaborations built on complementary strategic objectives that result in mutual enhancement of sustainability performance for all partners.

Reference:

For an example of sustainability-linked collaboration, you may refer to [Affin Group's partnership with DHL Express](#) and [PETRONAS' Supplier Support Programme](#). Affin Group has partnered with DHL Express to reduce carbon emissions through the use of sustainable aviation fuel, aligning with both companies' sustainability goals to lower their environmental footprint. Similarly, PETRONAS has launched the PETRONAS Supplier Support Programme (PSSP) aimed at enhancing sustainable practices within the oil and gas services sector, fostering collaboration to improve sustainability performance across its supply chain. Both initiatives demonstrate strategic alliances that advance mutual sustainability objectives.

5.4 Leverage Credible Resources

Description:

Able to establish membership and leverage on relevant existing collaborative sustainability and knowledge-sharing platforms that may assist in elevating the organisation's position as a leader in sustainability or in a selected thought leadership space.

Guidance:

The approach should include continuous identification and active participation in a broad pool of leading sustainability initiatives such as the UNGC, Roundtable on Sustainable Palm Oil (RSPO) and UN Principles for Responsible Investment (PRI), to develop a potential sustainability partnership pipeline for the organisation in line with SDG 17 – Partnership for the Goals.

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Sub-Competencies**Reference:**

For an example of leveraging a collaborative and knowledge-sharing platform, you may refer to [RHB's participation](#) in UNGCMYB. This allows RHB to access ESG resources, educational programmes, and tools to support its sustainability efforts, while collaborating with other organisations and aligning with the UN SDGs.

6.0 Earn Organisation and Stakeholder Trust Through Personal Mastery

Able to act as a role model in championing sustainability values and demonstrating leadership by consciously managing personal actions to become an effective agent of change.

6.1 Lead by Example

Description:

Able to integrate sustainability in thinking, values and actions to manage own footprint and impact (e.g., from responsible energy consumption and recycling to supporting community projects) to become a strong sustainability advocate who walks the talk and proactively upskills.

6.2 Influence Others

Description:

Able to influence and inspire others by promoting a culture of sustainability and supporting others to undertake sustainability actions that contribute to positive environmental and social outcomes.

6.3 Demonstrate Emotional Acuity

Description:

Able to demonstrate emotional acuity by exhibiting the highest levels of professionalism and empathy during interactions with all stakeholders, resulting in win-win, collaborative relationships.

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6.4 Communicate Effectively

Description:

Able to convey clear, reliable and consistent messages on sustainability by translating complex concepts to become understandable to generalists and wider circle of stakeholders as well as able to differentiate communication approach to suit stakeholder needs.

6.5 Infuse Systems Thinking

Description:

Able to identify interrelationships between actions and outcomes as well as understand potential causes and dynamic factors that can impact a variety of sustainability objectives in order to build resilience and adaptability.

7.0 Possess Knowledge and Comprehension of Corporate Sustainability Fundamentals

Able to demonstrate knowledge of relevant principles, frameworks, standards, practices, protocols and subject matters that are relevant to the sustainability sphere⁸

7.1 Sustainable Development

Description:

Able to understand sustainable development and in particular the UN SDGs, leverage the [SDG Ambition Benchmarks](#) and explain how it should be integrated into the organisation's business processes, systems and key decision-making processes.

7.2 Climate and Nature-Related Standards and Approaches

Description:

Able to understand greenhouse gas (GHG) emission calculations and climate-related standards and frameworks (e.g., [Task Force on Climate-Related](#)

⁸ Sustainability covers a broad spectrum of knowledge bodies. This is not intended to be an exhaustive list of knowledge-based competencies that could be relevant to a sustainability practitioner. However, other relevant topics could include health and safety, corporate governance, supply chain management, and digitalization.

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[Financial Disclosures \(TFCD\)](#), [Science Based Targets Initiative \(SBTi\)](#), [GHG Protocol](#), [CCPT](#), [CDP](#), [Task Force on Nature-Related Financial Disclosures \(TNFD\)](#), nature-based solutions) to support the organisation's climate change and nature-related agenda.

7.3 Labour, Human Rights and Gender Equality

Description:

Able to link organisation performance and impacts with global and national human rights standards (e.g., [UN Guiding Principles on Business and Human Rights](#), [International Labour Organisation \(ILO\) Conventions and Recommendations](#)) to ensure alignment with human rights and gender equality expectations (e.g., [Women's Empowerment Principles](#)).

7.4 Sustainability Reporting

Description:

Able to understand the various standards or guidelines for sustainability disclosures (e.g., [Bursa Malaysia Listing Requirements](#), [Bursa Malaysia Sustainability Reporting Guide and Toolkits](#), [Global Reporting Initiative \(GRI\) Standards](#), [International Sustainability Standards Board \(ISSB\) \(IFRS S1 & S2\)](#), [Sustainability Accounting Standards Board \(SASB\) Standards](#), [Integrated Reporting Framework](#) and other relevant frameworks) as well as guide the reporting process.

7.5 Sustainable Finance

Description:

Able to understand sustainable finance frameworks and tools (e.g., green financing instruments, Sustainable and Responsible Investment (SRI) Bonds and Sukuk, Sustainability-Linked Loans, [SBFN Toolkit - Sustainable Finance Taxonomies](#), and [Sustainable Finance - The Principles & Related Guidance](#)).

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7.6 Applicable Sustainability Taxonomies

Description:

Able to apply relevant sustainability taxonomy (e.g., [Bank Negara Malaysia's Principle-based Climate Change Taxonomy in the case of financial institution organisations](#)) within investment frameworks, financing instruments, financial products, classification systems, screening criteria and other relevant activities.

7.7 Applicable ESG Indices

Description:

Able to understand the requirements of applicable ESG indices (e.g., [FTSE4Good](#), [MSCI](#), [Dow Jones](#), [Bloomberg Gender Equality](#)).

7.8 Business Acumen

Description:

Able to develop strong financial knowledge and a comprehensive [understanding of the role of business in driving sustainability](#) to determine opportunities to drive growth and profitability, as well as create a competitive advantage.

7.9 Stakeholder Management

Description:

Able to apply stakeholder management approaches and processes to ensure the successful delivery of any project, programme or activity within the organisation and its supply chain based on relevant standards (e.g., [AA1000 Stakeholder Engagement Standard](#)).

7.10 Innovative Thinking

Description:

Able to apply innovative thinking to produce new ideas and novel approaches to advance the sustainability agenda.

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7.11 Anti-Corruption

Description:

Able to understand relevant global and national frameworks and standards on anti-corruption such as [Malaysian Code of Corporate Governance](#), [MACC Act](#), [ISO 37001](#) to ensure organisation readiness and compliance with anti-corruption requirements.

7.12 Sustainability Risk Management

Description:

Able to identify, assess and analyse sustainability-related market trends and identify relevant risks and opportunities (e.g., climate-related and nature-related risks and opportunities) for the organisation based on relevant tools (e.g., SWOT analysis, materiality matrix).

7.13 Sector-Specific Standards

Description:

Able to identify, define and link sector-specific standards to enhance the organisation's sustainability performance (e.g., Palm Oil – [RSPO/MSPO](#), Construction – [GBI](#), any relevant ISO standards).

**CORPORATE SUSTAINABILITY
PRACTITIONER COMPETENCY
FRAMEWORK 2.0 (CSP 2.0)**

2024

SECTION 4

SM

SUSTAINABILITY MANAGER

SM

Sustainability Manager

Job Purpose

The main purpose of the Sustainability Manager (SM) role is to act as a change agent, nurturing a responsible business and sustainability culture by **engineering and managing** the organisation's sustainability blueprint and transformation agenda.

Job Overview

The job description of a SM comprises the following (Figure 4):



Sustainability Manager (SM)

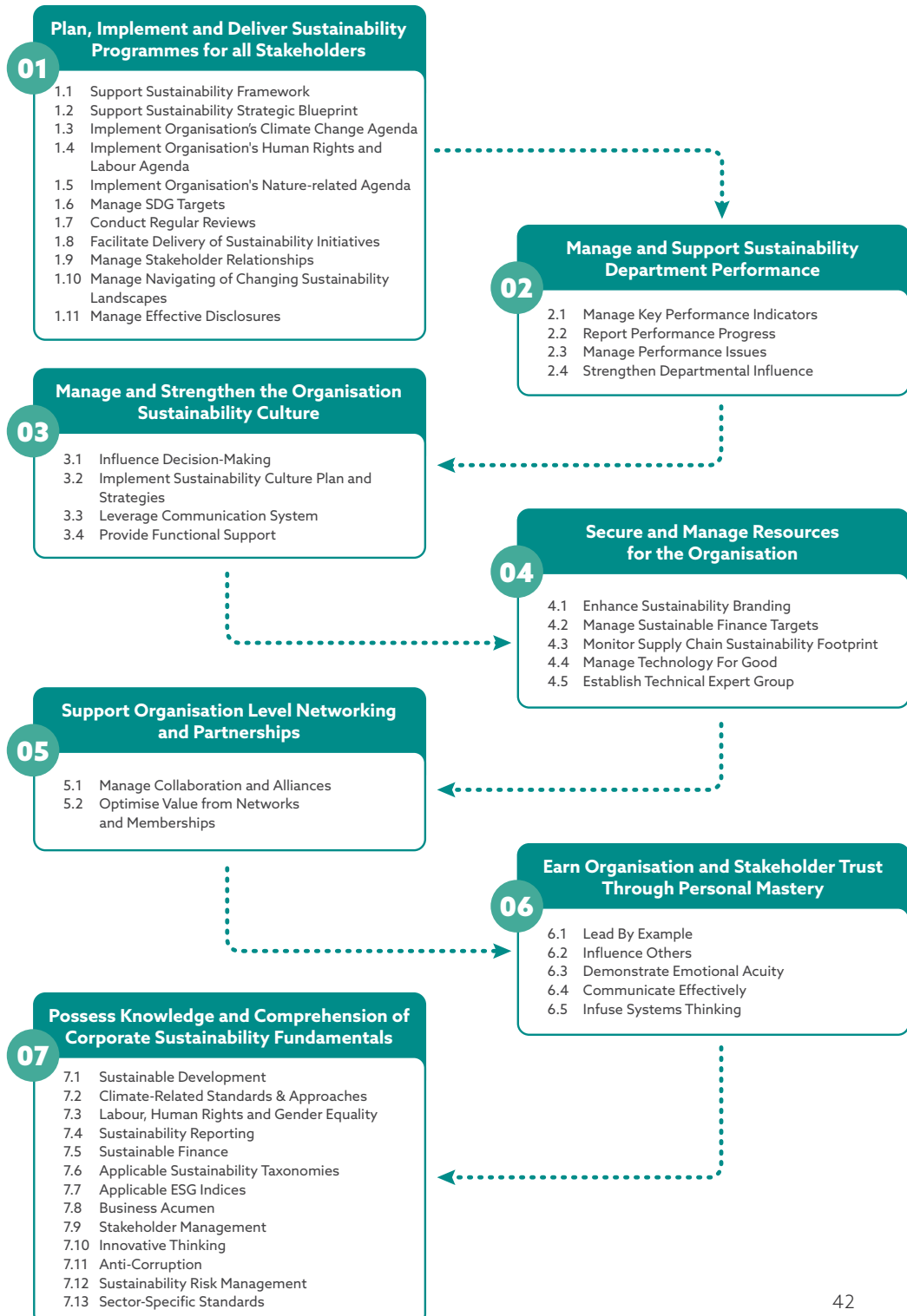
Figure 4: SM Job Overview

Overview: SM Competencies

There are 7 Competencies and 44 Sub-Competencies listed for the role of a SM.

Sustainability Manager:

7 Competencies and 44 Sub-Competencies



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Sub-Competencies

1.0 Plan, Implement and Deliver Sustainability Programmes for All Stakeholders

Able to manage, execute and support the strategic establishment of the organisation's sustainability plans, programmes and action plans to drive the organisation's sustainability performance and manage material sustainability impacts⁹.

1.1 Support Sustainability Framework

Description:

Able to develop and implement Sustainability Framework for the organisation, adapting well-established existing frameworks to the organisation's needs and encompassing a structured approach to managing economic, environmental, social, and governance risks and opportunities.

Guidance:

Support should include identifying and adapting best practices from established frameworks, assisting in setting clear, measurable targets, and developing effective reporting mechanisms. Engage with stakeholders to gather insights and feedback, ensuring the framework effectively addresses economic and ESG risks and opportunities while driving sustainable value creation.

Reference:

For an example of the support that could be provided for a structured sustainability framework, you may refer [here](#).

1.2 Support Sustainability Strategic Blueprint

Description:

Able to support the establishment of a sustainability strategic blueprint built on the organisation's sustainability framework and aligned with its corporate strategy. This blueprint is based on balanced scorecard principles and incorporates relevant local and global sustainability standards and best practices. These elements are designed to result in value creation for both the organisation and its stakeholders.

⁹ For further information, please refer to [Bursa Malaysia Sustainability Reporting Guide 2nd Edition](#) and [Materiality Assessment Toolkit 2nd Edition](#).

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Competencies and
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The approach should include translating sustainability strategies into specific, time-bound initiatives, identifying critical success factors and barriers to implementation as well as obtaining feedback from relevant internal and external stakeholders.

Reference:

For an example of a Sustainability Blueprint, you may refer to [Telekom Malaysia's \(TM\) Sustainability Policy](#). This blueprint supports the establishment of a sustainability framework aligned with the company's corporate strategy.

1.3 Implement Organisation Climate Change Agenda

Description:

Able to measure Scope 1, 2 and relevant Scope 3 emissions across organisational value chain, implement the organisation's climate action plans based on the identified risks and opportunities and work with relevant departments to ensure the achievement of climate-related objectives and targets.

Guidance:

The climate-related objectives and targets should be in line with globally-recognised standards and guidelines such as the Task Force on Climate-Related Financial Disclosures ([TCFD](#)) recommendations and [Science-based Targets \(SBT\)](#).

Reference:

For examples of climate change implementation, you may refer to [EPA](#) and [AEON's](#) approach. The EPA article guides the identification of the types of climate-related risks and opportunities, serving as a foundation for development and implementation. AEON, on the other hand, provides examples of various climate actions that the organisation has successfully implemented.

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1.4 Implement Organisation's Human Rights and Labour Agenda

Description:

Able to work with relevant departments to incorporate human rights policy and labour standards into organisation's processes and procedures to ensure effective implementation that is aligned with global frameworks e.g., Universal Declaration of Human Rights ("UDHR"), International Labour Organization ("ILO")'s Declaration on Fundamental Principles and Rights at Work, UN Guiding Principles on Business and Human Rights ("UNGPs"), and 10 Principles of the United Nations Global Compact ("UNGC").

Guidance:

Implementing the organisation's human rights and labour agenda should align with international standards. The framework must extend to employees, business associates, and all stakeholders, ensuring compliance with local laws and international guidelines. It should focus on promoting labour rights, ethical practices, and conducting risk assessments, supported by robust governance to facilitate continuous improvement.

Reference:

For an example, refer to the [UN Global Compact's guide on developing a human rights policy](#) through to implementation.

1.5 Implement Organisation's Nature-related Agenda

Description:

Able to assess nature-related risks and opportunities and implement relevant strategies based on the "LEAP" (i.e., Locate, Evaluate, Assess and Prepare) approach that forms a part of TNFD framework and Global Biodiversity Framework (GBF).

Guidance:

The implementation should follow the "LEAP" approach, which involves 'Locating' interactions with nature, 'Evaluating' dependencies, 'Assessing' risks and



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opportunities, and 'Preparing' a strategic response. This structured process helps manage nature-related risks and opportunities while driving nature-positive outcomes.

Reference:

For an example of how to establish and execute nature-positive goals using the LEAP approach, you may refer to [Deloitte's article](#) on making nature and biodiversity a business agenda priority. The article provides step-by-step guidance on integrating nature-related strategies into business practices.

1.6 Manage SDG Targets

Description:

Able to manage and support the achievement of the organisation's SDG targets, map business sustainability goals to broader SDG objectives, and identify relevant impact indicators to measure progress.

Guidance:

The approach should include developing a relevant SDG framework and measurable, time-bound KPIs that align with the organisation's material sustainability matters, UNGC SDG Ambition, and other relevant SDG-related guidelines.

Reference:

For an example of effective management of SDG targets, you may refer to [Nestlé's report](#), which outlines their approach to aligning business goals with SDG objectives and identifying relevant impact indicators.

1.7 Conduct Regular Reviews

Description:

Able to conduct regular reviews (at least annually) to ensure the sustainability strategies, initiatives and action plans are updated to reflect changing material sustainability matters and organisational priorities and business needs.

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The approach should include conducting annual stakeholder review sessions to update the organisation's materiality matrix and key sustainability priorities.

Reference:

For an example of effective sustainability reviews, you may refer to [Taiga Company's article](#) on when and how to review business sustainability, which offer insights on updating sustainability initiatives. Additionally, [Forbes](#) explores the importance of conducting regular strategic reviews, highlighting how often organisations should assess their strategies to adapt to changing priorities and stakeholder needs.

1.8 Facilitate Delivery of Sustainability Initiatives

Description:

Able to ensure sustainability initiatives and action plans are carried out efficiently and effectively within budget to achieve set objectives, strategies and targets.

Guidance:

The approach should include robust planning, appropriate mobilisation of resources and collaborating with relevant internal and external stakeholders to work on shared initiatives and action plans, remedy gaps and solve implementation issues to ensure sustainability initiatives and action plans achieve set targets.

Reference:

For an example of successful sustainability strategies, you may refer to [Ricardo's article](#) which highlights essential practices for effectively delivering sustainability initiatives within organisations.

1.9 Manage Stakeholder Relationships

Description:

Able to support stakeholder satisfaction through collaborative relationships and open communication to work on shared priorities and ensure feedback and concerns are addressed.

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Sub-Competencies**Guidance:**

External stakeholders could include shareholders, investors, customers, suppliers, communities, strategic partners and regulators. The approach should include conducting structured and consistent stakeholder engagement activities (e.g., annual surveys, joint working groups) to identify and highlight key emerging issues.

Reference:

For more insights on stakeholder relationship management, you may refer to [PNB's report](#) and [Gamuda's Public Relations and Stakeholder Management Policy](#) providing insights into structured engagement activities aimed at ensuring stakeholder satisfaction.

1.10 Manage Navigation of Changing Sustainability Landscapes

Description:

Able to monitor key developments, communicate the same to relevant departments and where applicable, ensure initiatives and action plans are updated by tracking latest statutory requirements, listing requirements, compliance and disclosure needs as required by relevant key global and local institutions.

Guidance:

The approach should include identifying necessary improvements to existing sustainability policies, management approaches and corporate disclosures that are relevant to the industry and operating environment.

Reference:

For more insights on navigating the changing sustainability landscapes, you may refer to [Sustainable Procurement article](#).

1.11 Manage Effective Disclosures

Description:

Able to source relevant sustainability information and data from various business units in line with the latest sustainability-related disclosure standards, guide the data collection process, and support management of sustainability programmes and prepare relevant stakeholder communication.

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Sub-Competencies**Guidance:**

The approach should include aligning sustainability disclosures with Bursa Malaysia's sustainability reporting requirements, Sustainability Reporting Guide and Toolkits and other relevant standards and guidelines applicable to the organisation.

Reference:

For an example of sustainability disclosures, you may refer to [BDO's article](#) and [MRCB's Sustainability Report 2023](#), which exemplifies comprehensive data collection and communication strategies.

2.0 Manage and Support Sustainability Department Performance

Able to manage and support the sustainability department's performance by implementing and managing the departmental programmes to ensure meeting of expected performance, goals and targets.

2.1 Manage Key Performance Indicators

Description:

Able to ensure effective cascading of the departmental KPIs by implementing and managing team Key Performance Indicators (KPIs) to meet expected performance standards.

Guidance:

One of the approaches to manage team KPIs could include developing and implementing a departmental KPI monitoring and tracking dashboard that is easily understood by all team members.

Reference:

For an example of essential KPIs in sustainability, you may refer to [ESGVoices' article](#) highlighting the top 12 ESG KPIs that every company should monitor.

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2.2 Report Performance Progress

Description:

Able to report performance progress by tabulating and generating periodical performance report as per organisation performance review policy.

Guidance:

The approach should include producing a monthly (or set frequency) departmental performance report that enables the Chief Sustainability Officer to make corrective actions, as required.

Reference:

For an example of key sections to be included in a performance report, you may refer to [ACCA's article](#).

2.3 Manage Performance Issues

Description:

Able to manage team performance issues by constantly communicating and remedying performance gaps.

Guidance:

The approach should include holding regular performance review dialogues with each team member to provide constructive feedback to meet KPI expectations.

Reference:

For more insights on managing team performance, you may refer to [Boston University's article](#), which outlines key approaches for defining expectations and roles while maintaining ongoing performance conversations.

2.4 Strengthen Departmental Influence

Description:

Able to help strengthen departmental influence by demonstrating departmental value to relevant peers and stakeholders.

Guidance:

The approach should include regular engagements with stakeholders to communicate tangible benefits and outcomes from sustainability initiatives and action plans to internal stakeholders and raise awareness on sustainability trends in the industry.

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Sub-Competencies**Reference:**

For an example of strategies to enhance departmental influence, you may refer to [the University of Minnesota's article](#), which discusses the importance of and ways to improve relationship-building and influencing skills.

3.0 Manage and Strengthen the Organisation Sustainability Culture

Able to manage and support the organisation, teams and individuals to embrace, align, and act in accordance with sustainability principles and industry best practices to strengthen sustainability culture.

3.1 Influence Decision-Making

Description:

Able to assist the Chief Sustainability Officer in gathering adequate support to integrate sustainability considerations in relevant decision-making.

Guidance:

The approach should include providing support in driving the integration of sustainability considerations in key business strategies by drawing insights from stakeholder engagements, industry observations and best practices, and to influence relevant actions to be taken.

Reference:

For an example of how impact assessment can help influence decision-making, you may refer to the [United Nations Economic Commission for Europe \(UNECE\)](#) document for insights on leveraging assessments to guide sustainability-focused business strategies.

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3.2 Implement Sustainability Culture Plan and Strategies

Description:

Able to implement an internal sustainability culture plan and develop strategies to nurture sustainability value creation mindset by working closely with relevant departments (e.g., Human Resources, Communications, Business Units) to manage relevant initiatives that drive sustainability awareness and appreciation within the organisation.

Guidance:

The approach should include organising programmes to raise awareness on key areas of critical concern for the planet and society and the importance of integrating sustainability in business and personal actions. A holistic culture plan should address climate change awareness, workplace thematic issues such as diversity and inclusion, human and labour rights, health and safety as well as corporate governance and community investments.

Reference:

For more insights on sustainability culture implementation, you may refer to [Khazanah's](#) and [HSBC's](#) approaches, which highlight strategies for fostering a sustainability-driven mindset and provide actionable steps for embedding sustainability into everyday business practices.

3.3 Leverage Communication System

Description:

Able to leverage on communication systems to promote interactions with stakeholders by disseminating and collecting information for internal and external stakeholders on sustainability matters.

Guidance:

The approach should include enhancing engagements and conversations with stakeholders through creation and curation of sustainability content for multiple communication channels.

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For more insights on leveraging communication systems to promote interactions with stakeholders on sustainability matters, you may refer to [Wolters Kluwer's article](#), which brings together insights from experts on crafting compelling sustainability communications, including strategies for integrating cross-departmental expertise, engaging younger audiences, and avoiding greenwashing.

3.4 Provide Functional Support**Description:**

Able to support other departments to adopt sustainability-related considerations in decision-making, where relevant.

Guidance:

The approach should include demonstrating how sustainability can add value for other departments by advocating sustainability considerations in key projects, cross-functional working groups and committees in the organisation.

Reference:

For more insights on how to provide functional support in adopting sustainability considerations, you may refer to [McKinsey's article](#), which discusses leadership strategies and organisational structures that help embed sustainability across different departments.

4.0 Secure and Manage Resources for the Organisation

Able to identify and recommend financial and non-financial resources required for the success of sustainability-related strategies, initiatives and action plans.

4.1 Enhance Sustainability Branding**Description:**

Able to enhance organisation brand value by managing media communications for sustainability portfolio based on appropriate methodologies.

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The approach should ensure that branding takes into account multiple interests of stakeholders. This includes utilising strategies that effectively integrate sustainability values into the overall brand concept through consistent communication.

Reference:

For an example of sustainability branding, you may refer to [Alliance Bank's](#) achievement in earning a spot as the only Malaysian financial institution to attend and speak at a global summit during the UN General Assembly High-Level Week. Through its Sustainability Impact Programme, the bank supports SMEs in their sustainability transition, further raising the bar on sustainability through its branding and communication strategies.

4.2 Manage Sustainable Finance Targets

Description:

Able to manage sustainable finance-related targets so that organisational sustainability performance meets financiers' requirements and standards, recognise and guide the best appropriate financing options for transitioning to sustainable financing products, and provide insights on best approaches on green and social financing.

Guidance:

The approach should include managing the implementation of strategies, initiatives and action plans toward the achievement of KPIs that improve organisation sustainability performance according to the expectations of financiers.

Reference:

For an example of a sustainability-linked financing, you may refer to Sarawak Energy Berhad's RM100 million [sustainability-linked loan \(SLL\)](#) in the form of a revolving credit facility secured from CIMB Bank Berhad. The SLL is based upon sustainability performance targets ("SPTs") aimed at improving the environmental and social performance of Sarawak Energy from FY2020 to FY2023, and serves as a reminder for Sarawak Energy

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to keep its grid emission intensity in alignment with the Paris Agreement and the renewable energy developer's pledge to 'Business Ambition for 1.5°C. It also keeps Sarawak Energy on track in its goal to fully electrify Sarawak by 2025. CIMB will grant a rebate against the loan interest if these pre-agreed SPTs are met. Sarawak Energy intends to use the interest rebates received from CIMB for its youth education sustainability programmes, as a way of giving back to the community.

4.3 Monitor Supply Chain Sustainability Footprint

Description:

Able to monitor and improve the organisation's supply chain sustainability performance based on industry best practices.

Guidance:

The approach should involve establishing sustainability procurement policies and managing appropriate measurement metrics. It may also include conducting supply chain mapping, communicating expectations to vendors, establishing performance standards, implementing sustainability awareness training programmes for key suppliers, and driving improvements through suitable collaboration.

Reference:

For more insights on monitoring supply chain sustainability footprints, you may refer to [ScienceDirect's research](#) that discusses the challenges of achieving transparency in social and environmental impacts within complex global supply chains. It also explores digital solutions for supplier sustainability assessment and monitoring. Additionally, [Bata's commitment](#) to integrating sustainability in every step of the supply chain highlights the importance of environmental responsibility and stakeholder value.

4.4 Manage Technology for Good

Description:

Able to manage and implement technology that enhances the impact of the organisation's sustainability initiatives.

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The approach should involve keeping up-to-date with the latest technological innovations relevant to the industry, as well as specific strategies, initiatives and action plans. This may include the use of tools such as a digital data visualisation dashboard (e.g., Power BI, Tableau) that configure and analyse various sustainability datapoints to produce decision-useful insights.

Reference:

For examples, you may refer to [Hong Leong Bank's](#) and [Jaya Grocer's](#) Earned Wage Access solutions, which leverage technology to support employee financial well-being and stability.

4.5 Establish Technical Expert Group**Description:**

Able to identify and engage relevant internal and external technical experts who will add value to organisational sustainability programmes.

Guidance:

The approach should include facilitating cross-functional working groups which comprise voluntary sustainability champions across various departments to assist in organisational sustainability initiatives or action plans, where necessary.

Reference:

For an example, you may refer to this [LinkedIn article](#) and the [Advisory Committee on Sustainability Reporting \(ACSR\) consultation paper](#).

5.0 Support Organisation Level Networking and Partnerships

Able to identify, recommend and strengthen support from a network of partners, alliances and associates (both locally and internationally) to support sustainability strategies, initiatives, and action plans.

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5.1 Manage Collaboration and Alliances

Description:

Able to effectively manage collaboration and alliances to achieve organisational sustainability performance.

Guidance:

The approach includes working with all partners on mutual sustainability goals while ensuring alignment with sustainability strategies, initiatives, and action plans. The intended collaboration may build on existing or new initiatives.

Reference:

For examples and insights on collaboration and alliances, you may refer to the [WWF & IKEA partnership](#), which showcases how mutual goals can drive sustainable resource use and biodiversity efforts; banks under [Bank Negara Malaysia's guidance](#), which provide solutions to help SMEs in their sustainability transitions; and [McKinsey's article](#), which provides valuable insights on strategies to harness the power of partnerships for sustained impact.

5.2 Optimise Value from Networks and Memberships

Description:

Able to contribute and make full use of resources made available through memberships with sustainability platforms and initiatives to help position the organisation as a leader in a selected thought leadership space.

Guidance:

The approach should involve active participation in memberships by sharing insights, lessons learned, and industry knowledge, as well as contributing to resulting collaborative initiatives such as working papers and cross-industry advisory groups. Relevant platforms include the UNGC, Roundtable on Sustainable Palm Oil (RSPO) and UN Principles for Responsible Investment (PRI), among others.

Reference:

For an example of a sustainability platform or initiative, you may refer to the [RSPO membership](#) which offers an internationally-recognised certification for sustainable palm oil, which can improve reputation and encourage customers to purchase the company's product.

**SM**Competencies and
Sub-Competencies

6.0 Earn Organisation and Stakeholder Trust Through Personal Mastery

Able to act as a role model in championing sustainability values and demonstrating leadership by consciously managing personal actions to become an effective agent of change.

6.1 Lead By Example

Description:

Able to integrate sustainability in thinking, values and actions to manage own footprint and impact (e.g., from responsible energy consumption and recycling to supporting community projects) to become a strong sustainability advocate who “walks the talk” and proactively upskills.

6.2 Influence Others

Description:

Able to influence and inspire others by promoting a culture of sustainability and supporting others to undertake sustainability actions that contribute towards positive environmental and social outcomes.

6.3 Demonstrate Emotional Acuity

Description:

Able to demonstrate emotional acuity by exhibiting the highest levels of professionalism and empathy during interactions with all stakeholders resulting in win-win, collaborative relationships.

6.4 Communicate Effectively

Description:

Able to convey clear, reliable and consistent messages on sustainability by translating complex concepts into understandable terms for generalists and a wider circle of stakeholders. Also able to differentiate communication approaches to suit stakeholder needs.

SM

Competencies and
Sub-Competencies

6.5 Infuse Systems Thinking

Description:

Able to identify interrelationships between actions and outcomes as well as understand potential causes and dynamic factors that can impact a variety of sustainability objectives in order to build resilience and adaptability.

7.0 Possess Knowledge and Comprehension of Corporate Sustainability Fundamentals

Able to demonstrate knowledge of relevant principles, frameworks, standards, practices, protocols and subject matters that are relevant to the sustainability sphere¹⁰.

7.1 Sustainable Development

Description:

Able to understand sustainable development and in particular the Sustainable Development Goals (SDGs), leverage the [SDG Ambition Benchmarks](#) and explain how it should be integrated into the company's business processes, systems and key decision-making processes.

7.2 Climate and Nature-Related Standards & Approaches

Description:

Able to understand greenhouse gas (GHG) emission calculations and climate-related standards and frameworks (e.g., [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#), [Science Based Targets Initiative \(SBTi\)](#), [GHG Protocol](#), [CCPT](#), [CDP](#), [Task Force on Nature-Related Financial Disclosures \(TNFD\)](#), nature-based solutions) to support the organisation's climate change and nature-related agenda.

¹⁰ Sustainability covers a broad spectrum of knowledge bodies. This is not intended to be an exhaustive list of knowledge-based competencies that could be relevant to a sustainability practitioner. However, other relevant topics could include health and safety, corporate governance, supply chain management, and digitalisation.

SM

Competencies and
Sub-Competencies

7.3 Labour, Human Rights and Gender Equality

Description:

Able to link organisational performance and impacts with global and national human rights standards (e.g., [UN Guiding Principles on Business and Human Rights](#), [International Labour Organisation \(ILO\) Conventions and Recommendations](#)) to ensure alignment with human rights and gender equality expectations (e.g., [Women's Empowerment Principles](#)).

7.4 Sustainability Reporting

Description:

Able to understand the various standards or guidelines for sustainability disclosures (e.g., [Bursa Malaysia Listing Requirements](#), [Bursa Malaysia Sustainability Reporting Guide and Toolkits](#), [Global Reporting Initiative \(GRI\) Standards](#), [International Sustainability Standards Board \(ISSB\) \(IFRS S1 & S2\)](#), [Sustainability Accounting Standards Board \(SASB\) Standards](#), [Integrated Reporting Framework](#) and other relevant frameworks) as well as guide the reporting process.

7.5 Sustainable Finance

Description:

Able to understand sustainable finance frameworks and tools (e.g., green financing instruments, Sustainable and Responsible Investment (SRI) Bonds & Sukuk, Sustainability-Linked Loans, [SBFN Toolkit - Sustainable Finance Taxonomies](#), and [Sustainable Finance - The Principles & Related Guidance](#)).

7.6 Applicable Sustainability Taxonomies

Description:

Able to apply relevant sustainability taxonomy (e.g., [Bank Negara Malaysia's Principle-based Climate Change Taxonomy](#)) within investment frameworks, financing instruments, financial products, classification systems, screening criteria and other relevant activities.

SM

Competencies and
Sub-Competencies

7.7 Applicable ESG Indices

Description:

Able to understand the requirements of applicable ESG indices (e.g., [FTSE4Good](#), [MSCI](#), [Dow Jones](#), [Bloomberg Gender Equality](#)).

7.8 Business Acumen

Description:

Able to develop strong financial knowledge and a comprehensive [understanding of the role of business in driving sustainability](#) to determine opportunities to drive growth and profitability, as well as create a competitive advantage.

7.9 Stakeholder Management

Description:

Able to apply stakeholder management approaches and processes to ensure the successful delivery of any project, programme or activity within the organisation and its supply chain based on relevant standards (e.g., [AA1000 Stakeholder Engagement Standard](#)).

7.10 Innovative Thinking

Description:

Able to apply innovative thinking to produce new ideas and novel approaches to advance the sustainability agenda.

7.11 Anti-Corruption

Description:

Able to understand relevant global and national frameworks and standards on anti-corruption such as [Malaysian Code of Corporate Governance](#), [MACC Act](#), [ISO 37001](#) to ensure organisation readiness and compliance with anti-corruption requirements.

SM

Competencies and
Sub-Competencies

7.12 Sustainability Risk Management

Description:

Able to identify, assess and analyse sustainability-related market trends and identify relevant risks and opportunities (e.g., climate-related and nature-related risks and opportunities) for the organisation based on relevant tools (e.g., SWOT analysis, materiality matrix).

7.13 Sector-Specific Standards

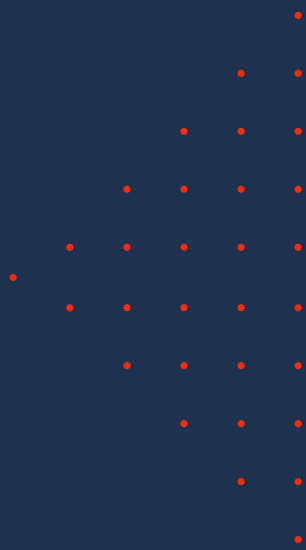
Description:

Able to identify, define and link sector-specific standards to enhance the organisation's sustainability performance (e.g., Palm Oil – [RSPO/MSPO](#), Construction – [GBI](#), any relevant ISO standards).

**CORPORATE SUSTAINABILITY
PRACTITIONER COMPETENCY
FRAMEWORK 2.0 (CSP 2.0)**



2024



SECTION 5

SE

SUSTAINABILITY EXECUTIVE

SE

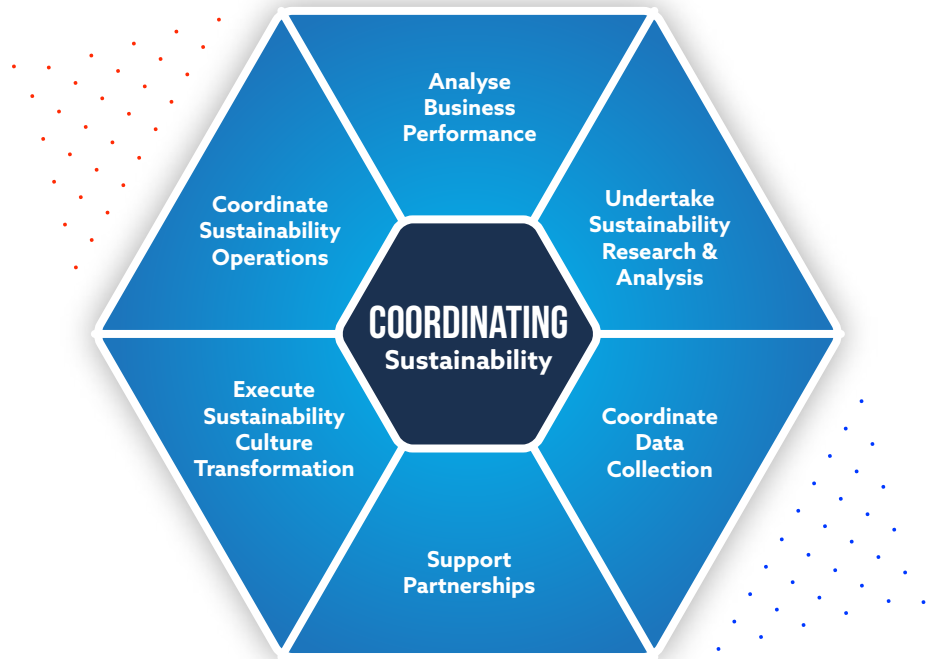
Sustainability Executive

Job Purpose

The main job purpose of a SE is to be a change agent to help nurture a responsible business and sustainability culture by **executing and coordinating** the organisation's sustainability plans.

Job Overview

The job description of a SE comprises the following (Figure 5):



Sustainability Executive (SE)

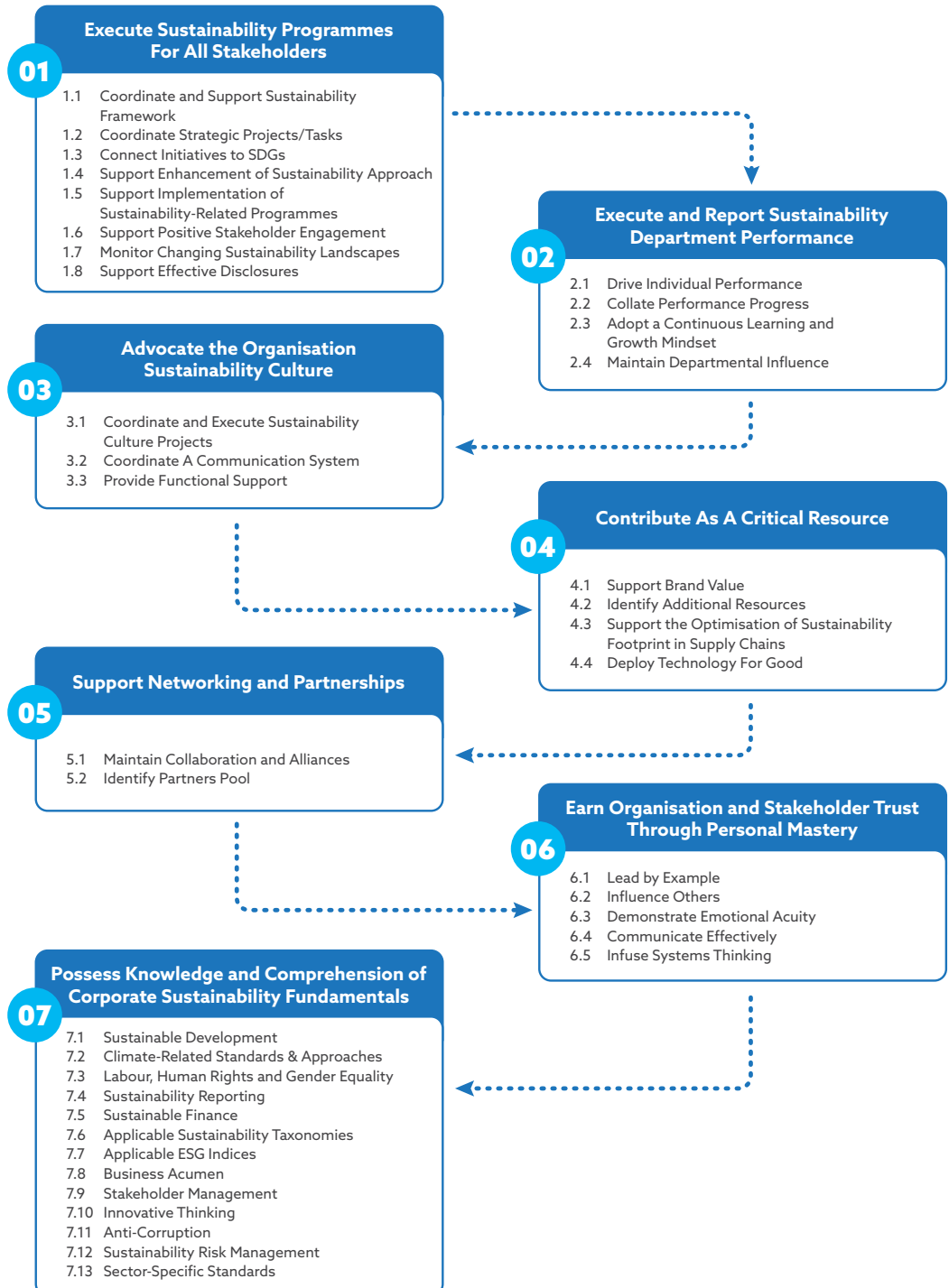
Figure 5: SE Job Overview

Overview: SE Competencies

There are 7 Competencies and 39 Sub-Competencies listed for the role of a SE.

Sustainability Executive:

7 Competencies and 39 Sub-Competencies



SE

Competencies and
Sub-Competencies

1.0 Execute Sustainability Programmes for All Stakeholders

Able to play an integral role in supporting sustainability operations and contributing towards the implementation of sustainability strategies, plans, programmes and action plans.

1.1 Coordinate and Support Sustainability Framework

Description:

Able to coordinate and assist in the development and implementation of Sustainability Framework for the organisation, encompassing a structured approach to managing economic, environmental, social, and governance risks and opportunities.

Guidance:

Coordination and support should involve facilitating collaboration across departments to ensure consistent application of the Sustainability Framework. This includes organising meetings, gathering feedback from relevant teams, and tracking the progress of sustainability initiatives. The role also involves ensuring that all actions align with the established sustainability goals and assisting in the preparation of reports or presentations on economic and ESG risks and opportunities.

Reference:

For an example of how to coordinate and support a Sustainability Framework, you may refer to [Craft's article](#), which provides insights into overarching sustainability frameworks, helping sustainability executives coordinate and support these initiatives more effectively.

1.2 Coordinate Strategic Projects/Tasks

Description:

Able to coordinate and support strategic sustainability projects and tasks to achieve the objectives and timeline defined in the sustainability strategic blueprint for the organisation (Sustainability Blueprint) and sustainability initiatives and action plans.

SE

Competencies and
Sub-Competencies**Guidance:**

The approach should include engaging key stakeholders to compile and manage records of each sustainability initiative in alignment with the Sustainability Blueprint and annual business plans to develop progress reports and related deliverables. This may include managing sustainability databases and conducting data analysis for inclusion in presentations and to support decision-making.

Reference:

For more insights on project coordination, refer to this [article by Vanderbilt University](#).

1.3 Connect Initiatives to SDGs**Description:**

Able to plan and assist with sustainability and community-focused initiatives to support the organisation's contributions to the Sustainable Development Goals (SDGs).

Guidance:

The approach should include identifying opportunities to link the organisation's sustainability impacts to specific SDGs objectives and targets while executing initiatives according to the provided budget and timelines.

Reference:

For more guidance on how businesses can support the SDGs, refer to the [guidelines](#) developed by UN Global Compact.

1.4 Support Enhancement of Sustainability Approach**Description:**

Able to conduct research and literature reviews and benchmark sustainability approach and performance to support improvement in strategies, operations, products and services, supply chain management and policies.

SE

Competencies and
Sub-Competencies**Guidance:**

The approach should include analysing sustainability megatrends, peer-set benchmarks, and specific thematic areas (e.g., climate change, sustainable finance, human rights) to recommend areas of improvement.

Reference:

For more insights on enhancing sustainability approaches through research and benchmarking, you may refer to [Jobya's article](#) on skills for sustainability researchers, which discusses the importance of analysing megatrends and peer benchmarks to inform improvements in sustainability strategies and operations.

1.5 Support Implementation of Sustainability-Related Programmes

Description:

Able to support the implementation of sustainability programmes within the organisation by being an important point of contact, coordinating information requests from other departments, and managing relevant databases.

Guidance:

The approach should include working closely with Chief Sustainability Officer and Sustainability Manager to apply strategies that improve the organisation's sustainability practices as well as serving as a key resource for connecting with business units and promoting sustainability across the organisation. This can also include designing awareness and education programmes, newsletters and promotional materials.

Reference:

For more insights on supporting the implementation of sustainability programmes, you may refer to [Asana's article](#) on project coordination tips.

1.6 Support Positive Stakeholder Engagement

Description:

Able to foster positive stakeholder interactions, resulting in collaborative stakeholder relationships.

SE

Competencies and
Sub-Competencies**Guidance:**

The approach should include organising formal and informal dialogues with key stakeholders to review action plans and progress as well as identifying important stakeholder issues to the Sustainability Manager and Chief Sustainability Officer.

Reference:

For more insights on stakeholder engagements, you may refer to [The HR Observers' article](#) on how empowering employees can enhance sustainability efforts and foster collaborative relationships with key stakeholders.

1.7 Monitor Changing Sustainability Landscapes**Description:**

Able to capture key developments in the sustainability sphere to enhance the agility and effectiveness of the organisation.

Guidance:

The approach should include documenting changes in relevant statutory requirements, listing requirements, compliance and disclosure needs that are important to the industry and operating environment.

Reference:

For insights on monitoring the evolving sustainability landscape, you may refer to [DGB Group's article](#), which discusses strategies to stay ahead of regulatory changes, compliance needs, and industry developments essential for organisational agility in sustainability.

1.8 Support Effective Disclosures**Description:**

Able to coordinate, collect, and support the development of the organisation sustainability reporting process and stakeholder communication.

Guidance:

The approach should include engaging data owners to obtain credible and accurate data and information in a timely manner, meeting the requirements of relevant sustainability standards or guidelines used in sustainability and stakeholder reports. This may also include assisting in drafting sustainability reports and relevant communications.

SE

Competencies and
Sub-Competencies**Reference:**

For more insights on sustainability disclosures, refer to [Brightest Inc's article](#) on best practices in sustainability data collection, which offers guidance on obtaining accurate data and meeting reporting standards for impactful stakeholder communication.

2.0 Execute and Report Sustainability Department Performance

Able to support and enhance the sustainability department's performance by coordinating and reporting on cascaded projects and tasks to ensure the attainment of agreed goals and targets.

2.1 Drive Individual Performance

Description:

Able to utilise self-management skills to drive individual performance and execute of tasks required to achieve departmental and individual KPIs.

Guidance:

Self-management skills encompass a set of abilities that demonstrate self-control and the capacity to manage time and priorities to complete tasks or enhance workplace performance. Example of self-management skills include time management, self-motivation, organisation, stress management, and goal-setting skills.

Reference:

For examples and tips on self-management skills, refer to [Indeed's article](#) on self-performance reviews, which provides insights on key skills like time management, goal-setting, and self-motivation.

2.2 Collate Performance Progress

Description:

Able to compile measurement data for periodic departmental performance reports as needed.

Guidance:

The approach should include compiling relevant departmental performance data to develop performance

SE

Competencies and
Sub-Competencies

reports which can be used by the Sustainability Manager and Chief Sustainability Officer to evaluate departmental progress in achieving set targets.

Reference:

For a step-by-step guide on creating performance reports, you may refer to [Bit.Ai's article](#), which covers best practices in data collation, analysis, and reporting techniques for evaluating departmental progress.

2.3 Adopt A Continuous Learning and Growth Mindset

Description:

Able to demonstrate a continuous learning and improvement mindset to manage self-performance issues and gaps through constructive dialogues with the Sustainability Manager.

Guidance:

The approach should include taking proactive measures to enhance capabilities and close identified performance gaps through a structured development plan and continuous progress reporting.

Reference:

For more insights on fostering a continuous learning and growth mindset, you may refer to [SHRM's article](#), which discusses proactive strategies for self-improvement and structured development planning to address performance gaps.

2.4 Maintain Departmental Influence

Description:

Able to support the Sustainability Manager in demonstrating sustainability value to other departments to maintain departmental influence.

Guidance:

The approach should include proactively supporting the Sustainability Manager in demonstrating sustainability value through effective communication and showcasing tangible outcomes from departmental sustainability initiatives.

SE

Competencies and
Sub-Competencies**Reference:**

For insights on strategies to maintain departmental influence, refer to [The Growth Faculty's article](#) on strategies for workplace influence.

3.0 Advocate the Organisation Sustainability Culture

Able to support the organisation, teams and individuals in embracing, aligning, and acting in accordance with sustainability principles and industry best practices to strengthen sustainability culture.

3.1 Coordinate and Execute Sustainability Culture Projects

Description:

Able to coordinate and execute relevant initiatives under a sustainability culture plan to achieve project objectives aimed at raising sustainability awareness among employees.

Guidance:

The approach should include assisting the Sustainability Manager in organising sustainability-related activities or programmes, such as making logistical arrangements, liaising with relevant stakeholders, and handling administration matters.

Reference :

For insights on coordinating sustainability culture projects, refer to [MDPI's study](#) on sustainable project management practices, which highlights methods for integrating sustainability into project lifecycles and raising employee awareness.

3.2 Coordinate A Communication System

Description:

Able to strengthen communication systems by coordinating stakeholder interactions related to the dissemination and collection of information on sustainability matters.

SE

Competencies and
Sub-Competencies**Guidance:**

The approach should include assisting the Sustainability Manager or relevant departments in creating or curating sustainability-related content and managing the responses generated by the content in accordance with the agreed communication guidelines.

Reference:

For more insights on coordinating effective communication systems, refer to [PMI's conference paper](#) on managing project communications, which outlines best practices for engaging stakeholders throughout the project lifecycle and utilising technology for effective interactions.

3.3 Provide Functional Support**Description:**

Able to support other departments in adopting sustainability-related considerations in decision-making, where relevant.

Guidance:

The approach should include identifying and highlighting sustainability governance gaps, risks and opportunities within the organisation to the Sustainability Manager.

Reference:

For more insights on encouraging cross-departmental collaboration, refer to [Ricoh's article](#).

4.0 Contribute As A Critical Resource

Able to effectively support the successful implementation of sustainability-related strategies, initiatives, and action plans.

4.1 Support Brand Value**Description:**

Able to support brand value enhancement by preparing sustainability materials that meet corporate standards for use in external communications.

SE

Competencies and
Sub-Competencies**Guidance:**

The approach should include assisting in drafting communication materials based on organisational sustainability performance and key data for sharing with external stakeholders. This may also involve using communication and design tools and social media platforms.

Reference:

For examples of how to enhance brand value, you may refer to the guide to sustainability reporting by [Kaizen Institute](#) and the guide from [ACCA Global](#).

4.2 Identify Additional Resources**Description:**

Able to identify and propose appropriate financial and non-financial resources, providing sound justification to address resource gaps for the successful implementation of sustainability strategies, initiatives, and action plans.

Guidance:

The approach should include conducting research with appropriate cost-benefit analysis, where practical, on the proposed resources. These findings may also be referenced by other departments to achieve their sustainability performance targets, where applicable.

Reference:

For insights on identifying additional resources for sustainability initiatives, you may refer to [Longtime's article](#) on writing non-financial reports in securing necessary resources, and [SSWM's article](#) on sustainable business model canvas, providing a structured approach to resource identification and justification.

4.3 Support the Optimisation of Sustainability Footprint in Supply Chains**Description:**

Able to support initiatives and action plans aimed at maximising supply chain sustainability performance programmes, as well as providing improvement insights based on industry best practices.

SE

Competencies and
Sub-Competencies**Guidance:**

The approach should include assisting in drafting appropriate procurement policy improvements based on industry best practices and benchmarking. This includes supporting process owners in procurement departments to coordinate and deploy targeted programmes with suppliers, enabling monitoring of supply chain sustainability performance (e.g., GHG emissions, human rights, health and safety etc).

Reference:

For more insights on optimising sustainability footprints in supply chains, refer to [Science Direct's research](#), which highlights the importance of a comprehensive evaluation framework to support effective decision-making and benchmark sustainability initiatives.

4.4 Deploy Technology for Good**Description:**

Able to conduct research to justify the adoption of appropriate technological and digitisation solutions and to propose unique approaches that enhance the impact of sustainability initiatives.

Guidance:

The approach should involve carrying out in-depth research into the advantages and limitations of the proposed technology to support decision-making. This may also include collaborating with key process owners, where necessary, in its implementation.

Reference:

For more insights on leveraging digital solutions for sustainability, you may refer to [BearingNews' article](#), which discusses environmental sustainability measurement tools, including life cycle assessments and carbon footprint analyses.

5.0 Support Networking and Partnerships

Able to maintain an established network of partners, alliances and associates to support sustainability strategies, initiatives, and action plans.

SE

Competencies and
Sub-Competencies

5.1 Maintain Collaboration and Alliances

Description:

Able to maintain positive interactions and work with identified collaborators to maximize value for the organisation to achieve its sustainability performance.

Guidance:

The approach should include proactively engaging with the organisation's existing sustainability partners and collaborators to leverage their content, programmes or subject matter expertise to further departmental or organisational sustainability agenda.

Reference:

For further insights on building and maintaining collaborative partnerships for sustainability, you may refer to articles that explore [essential factors in establishing and maintaining sustainable alliances](#), as well as the significance of [strategic partnerships in enhancing corporate sustainability](#).

5.2 Identify Partners Pool

Description:

Able to identify and propose justifications for relevant partnerships and collaborations that will bring value to the organisation's sustainability initiatives.

Guidance:

The approach includes conducting research and identifying relevant sustainability partners based on potential value creation to enhance expertise, branding, market access or technology for the organisation.

Reference:

For further insights on identifying valuable partnerships and collaborations, you may refer to [Antics@Play's guide](#), [Close the Loop's article](#) and another comprehensive guide on maximising the impact of partnerships for the [Sustainable Development Goals \(SDGs\)](#).

SE

Competencies and
Sub-Competencies

6.0 Earn Organisation and Stakeholder Trust Through Personal Mastery

Able to act as a role model in championing sustainability values and demonstrating leadership by consciously managing personal actions to become an effective agent of change.

6.1 Lead by Example

Description:

Able to integrate sustainability in thinking, values, and actions to manage own footprint and impact (i.e. from responsible energy consumption and recycling to supporting community projects) to become a strong sustainability advocate who who “walks the talk” and proactively upskills.

6.2 Influence Others

Description:

Able to influence and inspire others by promoting a culture of sustainability and supporting others to undertake sustainability actions that contribute towards positive environmental and social outcomes.

6.3 Demonstrate Emotional Acuity

Description:

Able to demonstrate emotional acuity by exhibiting the highest levels of professionalism and empathy during interactions with all stakeholders resulting in win-win, collaborative relationships.

6.4 Communicate Effectively

Description:

Able to convey clear, reliable and consistent messages on sustainability by translating complex concepts into understandable terms for generalists and a wider circle of stakeholders. Also able to differentiate communication approaches to suit stakeholder needs.

SE

Competencies and
Sub-Competencies

6.5 Infuse Systems Thinking

Description:

Able to identify interrelationships between actions and outcomes as well as understand potential causes and dynamic factors that can impact various sustainability objectives in order to build resilience and adaptability.

7.0 Possess Knowledge and Comprehension of Corporate Sustainability Fundamentals

Able to demonstrate knowledge of relevant principles, frameworks, standards, practices, protocols, and subject matters that are pertinent to the sustainability sphere ¹¹.

7.1 Sustainable Development

Description:

Able to understand sustainable development particularly the Sustainable Development Goals (SDGs), leverage the [SDG Ambition Benchmarks](#), and explain how it should be integrated into the company's business processes, systems, and key decision-making processes.

7.2 Climate and Nature-Related Standards & Approaches

Description:

Able to understand greenhouse gas (GHG) emission calculations and climate-related standards and frameworks (e.g., [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#), [Science Based Targets Initiative \(SBTi\)](#), [GHG Protocol](#), CCPT, [CDP](#), [Task Force on Nature-Related Financial Disclosures \(TNFD\)](#), and nature-based solutions) to support the organisation's climate change and nature-related agenda.

¹¹ Sustainability covers a broad spectrum of knowledge bodies. This is not intended to be an exhaustive list of knowledge-based competencies that could be relevant to a sustainability practitioner. However, other relevant topics could include health and safety, corporate governance, supply chain management, and digitalisation.

SE

Competencies and
Sub-Competencies

7.3 Labour, Human Rights and Gender Equality

Description:

Able to link organisational performance and impacts with global and national human rights standards (e.g., [UN Guiding Principles on Business and Human Rights](#), [International Labour Organisation \(ILO\) Conventions and Recommendations](#)) to ensure alignment with human rights and gender equality expectations (e.g., [Women's Empowerment Principles](#)).

7.4 Sustainability Reporting

Description:

Able to understand the various standards or guidelines for sustainability disclosures (e.g., [Bursa Malaysia Listing Requirements](#), [Bursa Malaysia Sustainability Reporting Guide and Toolkits](#), [Global Reporting Initiative \(GRI\) Standards](#), [International Sustainability Standards Board \(ISSB\) \(IFRS S1 & S2\)](#), [Sustainability Accounting Standards Board \(SASB\) Standards](#), [Integrated Reporting Framework](#) and other relevant frameworks) as well as guide the reporting process.

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Description:

Able to understand sustainable finance frameworks and tools (e.g., green financing instruments, Sustainable and Responsible Investment (SRI) Bonds & Sukuk, Sustainability-Linked Loans, [SBFN Toolkit - Sustainable Finance Taxonomies](#), and [Sustainable Finance - The Principles & Related Guidance](#)).

7.6 Applicable Sustainability Taxonomies

Description:

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SE

Competencies and
Sub-Competencies

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Description:

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7.8 Business Acumen

Description:

Able to develop strong financial knowledge and a comprehensive [understanding of the role of business in driving sustainability](#) to determine opportunities to drive growth and profitability, as well as create a competitive advantage.

7.9 Stakeholder Management

Description:

Able to apply stakeholder management approaches and processes to ensure the successful delivery of projects, programmes, or activities within the organisation and its supply chain based on relevant standards (e.g., [AA1000 Stakeholder Engagement Standard](#)).

7.10 Innovative Thinking

Description:

Able to employ innovative thinking to generate new ideas and novel approaches that advance the sustainability agenda.

7.11 Anti-Corruption

Description:

Able to understand relevant global and national frameworks and standards on anti-corruption, such as [Malaysian Code of Corporate Governance](#), [MACC Act](#), [ISO 37001](#) to ensure organisational readiness and compliance with anti-corruption requirements.

SE

Competencies and
Sub-Competencies

7.12 Sustainability Risk Management

Description:

Able to identify, assess, and analyse sustainability-related market trends and determine relevant risks and opportunities (e.g., climate-related and nature-related risks and opportunities) for the organisation using relevant tools (e.g., SWOT analysis, materiality matrix).

7.13 Sector-Specific Standards

Description:

Able to identify, define, and link sector-specific standards to enhance the organisation's sustainability performance (e.g., Palm Oil – [RSPO/MSPO](#), Construction – [GBI](#), any relevant ISO standards).

- End of Document -



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