



Global Compact
Network Malaysia

CORPORATE SUSTAINABILITY PRACTITIONER (CSP) COMPETENCY FRAMEWORK 2021 *DRAFT*

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

Table of Contents

Introduction	3
About the Corporate Sustainability Practitioner Competency Framework	4
Background	4
What is a Competency Framework?	5
What is a Competency Framework used for?.....	5
Approach of the CSP Competency Framework.....	5
Methodology: Developing the CSP Competency Framework.....	7
Continuous Improvement.....	8
Competence Proficiency Levels and Assessment Method	8
Chief Sustainability Officer (CSO)	11
Job Purpose.....	11
Job Description.....	11
Overview: CSO Competencies.....	12
CSO Competencies and Sub-Competencies.....	13
Sustainability Manager (SM)	36
Job Purpose.....	36
Job Description.....	36
Overview: SM Competencies	37
SM Competencies and Sub-Competencies	38
Sustainability Executive (SE)	59
Job Purpose.....	59
Job Description.....	59
Overview: SE Competencies	60
SE Competencies & Sub-Competencies.....	61

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 recently 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, and 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.

[The rest of this page is intentionally left blank.]

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.

About the Corporate Sustainability Practitioner Competency Framework

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 a responsible and successful business.

The competency framework serves to define aspirational roles to operationalise sustainability within an organisation. 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.

It is not necessary 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 carried out by various individuals from different business or functional units, holding different corporate titles from the ones assigned to the Sustainability Positions.

- An online self-assessment tool (based on the CSP Competency Framework) for the use of corporate sustainability practitioners and interested users to identify competency gaps that need to be addressed to be 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 in order to perform a certain job to the expected standards.² 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 is deployed to explain 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 of an individual. By being able to define the required competencies, an organisation will be able to 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.

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 6 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.

² [OECD Competency Framework](#)

LEARNING LEADER COMPETENCY MODEL



Figure 1: Learning Leader Competency Model³

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).

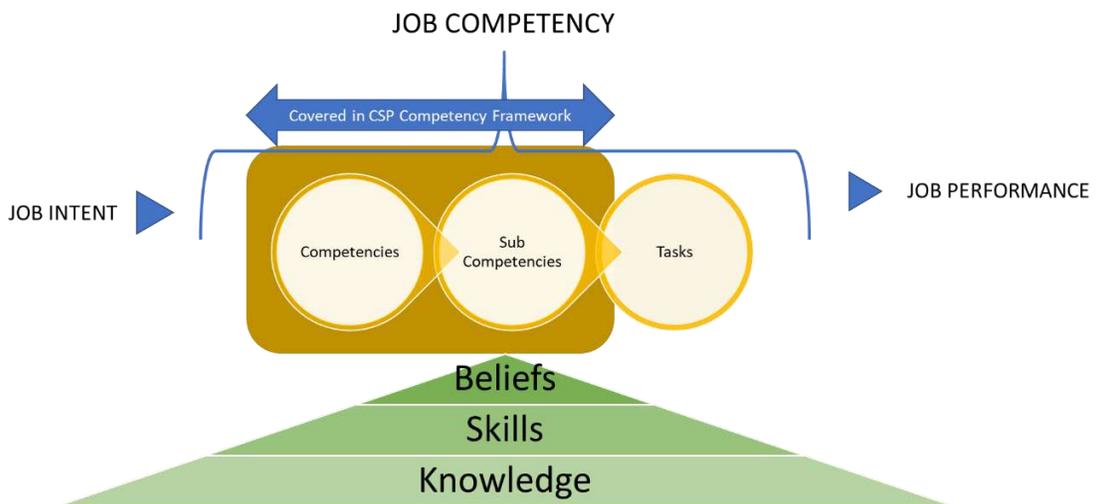


Figure 2: Key components of the Competency Framework

³ The Science of People Performance by Nishant Kumar Gautam and Prim Farim.

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 guidance 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: Raise SDG Ambition

Methodology: Developing the CSP Competency Framework

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

1. Establishing job purpose/intent by referring to various job descriptions of local and international corporate sustainability practitioners
2. Identifying relevant job competencies and sub-competencies through interviews with corporate sustainability experts (e.g., Chief Sustainability Officers, Sustainability Managers, and Sustainability Executives)
3. Attaching descriptors to each competency and sub-competency to develop an initial straw model⁴
4. Validating the straw models via three focus group discussions with sustainability practitioners from various Malaysian public listed companies
5. Incorporating comments and feedback from the sustainability practitioners to develop revised straw models
6. Conducting in-depth interview sessions with Chief Sustainability Officers, Sustainability Managers, and Sustainability Executives to develop guidance and reference for each sub-competency

⁴ The straw model is a generic model used worldwide in the facilitation of leadership competencies – The Development of A Conceptual Meta-Leader Development Model

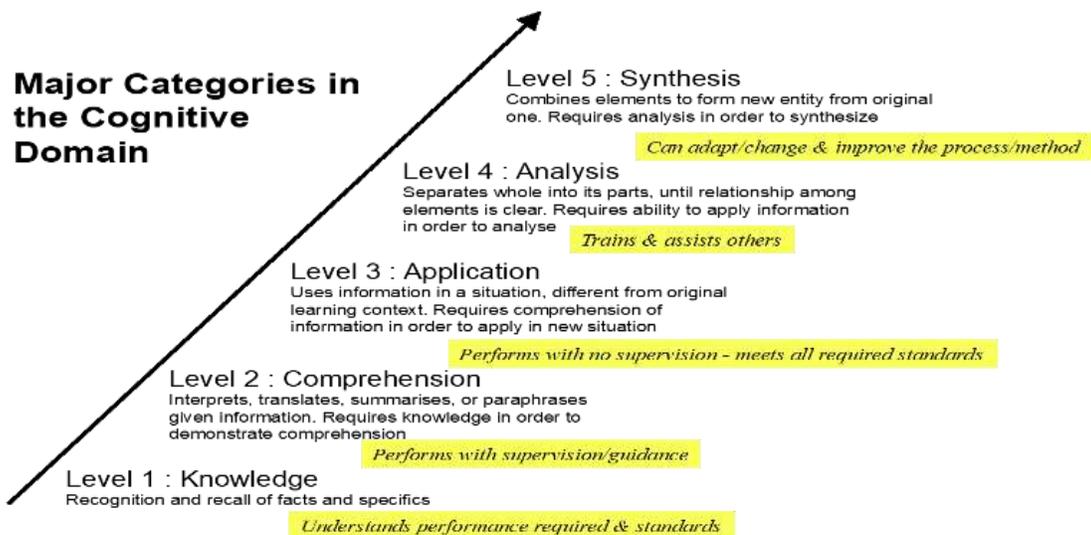
- Benchmarking the CSP Competency Framework against various international competency frameworks and job descriptions of several Fortune 500 Companies and universities.

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.

Competence Proficiency Levels and Assessment Method

There are five proficiency levels for each Sub-Competency which are derived from Bloom’s Taxonomy (Figure 3). It is expected that an individual will progress through the levels in sequential order.



Benjamin S. Bloom (Ed.) Taxonomy of Educational Objectives, Handbook for Cognitive Domain (New York, NY David McKay Company 1956)

Figure 3: Major Categories of the Proficiency Levels - Derived from Bloom’s Taxonomy

An explanation⁵ of each category is as below:

Level 1: Knowledge

Knowledge involves recognizing or remembering facts, terms, basic concepts, or answers without necessarily understanding what they mean. Its characteristics may include:

- Knowledge of specifics—terminology, specific facts
- Knowledge of ways and means of dealing with specifics—conventions, trends and sequences, classifications and categories
- Knowledge of the universals and abstractions in a field—principles and generalizations, theories and structures

Level 2: Comprehension

Comprehension involves demonstrating an understanding of facts and ideas by organising, summarizing, translating, generalizing, giving descriptions, and stating the main ideas. An individual who achieves level 2 is able to perform with supervision/guidance.

Level 3: Application

Application involves using acquired knowledge—solving problems in new situations by applying acquired knowledge, facts, techniques and rules. Learners should be able to use prior knowledge to solve problems, identify connections and relationships and how they apply in new situations. An individual who achieves level 3 is able to perform with no supervision.

Level 4: Analysis

Analysis involves examining and breaking information into component parts, determining how the parts relate to one another, identifying motives or causes, making inferences, and finding evidence to support generalizations. Its characteristics include: Analysis of elements; analysis of relationships; analysis of organisation. An individual who achieves level 4 is able to train and assist others.

Level 5: Synthesis

Synthesis involves building a structure or pattern from diverse elements; it also refers to the act of putting parts together to form a whole. Its characteristics include: Production of a unique communication; production of a plan, or proposed set of operations; derivation of a set of abstract relations. An individual who achieves level 5 is able to adapt or innovate an existing process/method.

⁵ Derived from Bloom's Taxonomy

A sample of the assessment method of each Sub-Competency is shown in **Figure 4**.

Please rate yourself on your ability to perform the below:

1.3	Raise SDG Ambition	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
-----	-----------------------	---

- I understand the requirements & standards but I am unable to carry out the activity
- I am able to perform this with supervision and/or under guidance
- I am able to perform this with no supervision or guidance and achieve expected standard and quality
- I am able to perform this and teach/train others to perform as well to achieve expected standard and quality
- I am able to change/adapt the methods to perform better than expected standard and quality

Figure 4: Assessment Method of a CSO Sub-Competency based on Bloom's Taxonomy

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.

[End of Section]

Chief Sustainability Officer (CSO)

Job Purpose

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

Job Description

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



Figure 5: CSO Job Description

Overview: CSO Competencies

There are 7 Competencies and 46 Sub-Competencies listed for the role of a CSO.



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 impacts across economic, environmental, social and governance dimensions.

1.1 Establish Sustainability Strategic Blueprint

Description:

Able to establish a medium to long term (i.e. at least 3-year) sustainability strategic blueprint for the organisation (Sustainability Blueprint), based on balanced scorecard principles, incorporating relevant local and global sustainability standards and best practices.

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:

For an example of a Sustainability Blueprint, you may [refer](#) to the [Sustainability Blueprint](#) launched by the Malaysia Aviation Group (MAG) which aimed to promote socio-economic development and achieve net zero carbon emissions by 2050. It comprised 66 initiatives across 23 sustainability matters from 5 key focus areas: Economic, Governance, Environmental, Social and Safety and Security.

1.2 Drive Organisation 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 global (e.g. Paris Agreement) developments.

Guidance:

The climate strategy should encompass baseline organisational climate data and ideally cover Scope 1, 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 an example of a climate strategy, you may refer to Telenor Group's commitment to reducing its Scope 1 and 2 emissions by 2030 for its Nordic and Asian operations, in alignment with the Paris Climate Agreement target of limiting global warming to 1.5°C above pre-industrial levels. Its climate targets have been [approved](#) by the Scientific Based Targets initiative.

1.3 Raise 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:

For an example of SDG-linked targets that were guided by the SDG Ambition Benchmark, you may refer to [Accenture's sustainability commitments](#).

1.4 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 establishment of appropriate sustainability management structures such as cross-functional committees, working groups, task forces and project teams.

Reference:

For an example of cross-functional committee, you may refer to Duopharma Biotech Berhad's [Risk Management and Sustainability Committee](#) that comprises C-suite and top management decision makers. The committee provides oversight and supervises the company's sustainability initiatives.

1.5 Drive Strategic Execution

Description:

Able to drive and enforce execution of the Sustainability Blueprint systematically 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 an example of a monitoring and tracking mechanism, you may refer to Unilever's performance summary that is available on their [website](#).

1.6 Ensure 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.

Reference:

For an example of demonstrating ROI for sustainability, you may refer to Volkswagen Group's [value-based management system](#) established to drive a consistent target in its strategic and operational management.

1.7 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 proactive engagements, establishment of feedback communication channels and provision of timely and adequate information to stakeholders.

Reference:

For an example of a prompt remedial action, you may refer to action taken by [Tenaga Nasional Berhad](#) in extending its CareLine service in response to the surge in queries regarding bills during the Movement Control Order (MCO) period.

1.8 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 more insights on navigating the sustainability or ESG landscape, you may refer to the articles from [Control Risks](#) and [Harvard Law School Forum on Corporate Governance](#).

1.9 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.

Guidance:

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

Reference:

For an example of reporting sustainability impacts to stakeholders, you may refer to Marks and Spencer's (M&S) [interactive map](#) which shows where its M&S food and household products are made. The map highlights production countries as well as individual factory locations and profiles for sites used by its direct suppliers.

2.0 Govern and Deliver Sustainability Department Performance

Able to lead the department⁶ in delivering the agreed sustainability performance by aligning and setting the departmental 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 balance scorecard framework.

Reference:

For more insights on using the balanced scorecard for sustainability-linked KPIs, you may refer [to this working paper](#) by Harvard Business School.

[The rest of this page is intentionally left blank.]

⁶ This refers to any sustainability-related function established within the organisation. For ease of reference, we shall refer to it as a department.

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 effective employee performance reviews, you may refer to this [article](#) by thebalancecareers.com

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 actively participating in various key management committees to provide value-added guidance and support such as identifying sustainability opportunities or solving sustainability challenges.

Reference:

For more insights on elevating the sustainability departmental function, you may refer to this [article](#) that provides guidance on how to raise the profile and visibility of the department within the organisation.

2.4 Recognize Performance Outcome

Description:

Able to secure 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 this [article](#) that shows methods of recognising employee performance outcome through financial and non-financial rewards.

[The rest of this page is intentionally left blank.]

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 by influencing key decision makers via a “whole-of-organisation” approach, where sustainability factors are embedded and considered in all relevant decision-making processes.

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 clear value creation that resonates at an individual or organisational level in order to enhance performance or reduce required resources for positive impact.

Reference:

For an example of engagement with decision makers from various departments, you may refer to the [Sustainability, Good Governance and Corporate Communication \(SGC\) Operating Committee](#) of Charoen Pokphand (C.P.) Group, a conglomerate based in Thailand. This committee reviews sustainability progress and bimonthly performance during the “C.P. Group’s Vision to Action” seminar where attendees consist of 400 top executives from the company.

[The rest of this page is intentionally left blank.]

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 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 an example of how sustainability is weaved into an organisation purpose statement and thereby set the course for its culture transformation, you may refer to PETRONAS' [Statement of Purpose that was launched in 2020, which](#) set the foundation for its aspiration to achieve [net zero carbon emission by 2050](#)..

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 specialised education programme, you may refer to CIMB Group's [Future of Work Centre](#) which aims to equip its workforce with the necessary knowledge and skills to support workforce transformation towards a digitalised future.

3.4 Institutionalise Communication System

Description:

Able to conceive and develop communication plans that utilise multi-channels for 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 green washing and criticisms on ESG credibility, which will enhance stakeholders' trust.

Reference:

For an example of effective sustainable communication, you may refer to this [paper published by Ogilvy](#), an advertising and public relations company, on how a sophisticated social strategy can deliver sustainability communication that is dynamic, interactive, and responsive to evolving consumer concerns.

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 an example of shared sustainability-linked KPIs, you may refer to Sime Darby Property Berhad's [sustainability-linked KPI](#) set in 2020.

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 on the strengths of the company's sustainability achievements as well as maintain oversight over appropriate brand value measurement methodologies and metrics.

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 transparent customer interaction, you may refer to H&M Group's [On Product Transparency](#) pilot programme which enabled customers to view Higg Index Facility Environment Module scores of over 7,000 products. Seven million customers participated in this initiative.

[The rest of this page is intentionally left blank.]

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 and standards.

Guidance:

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

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 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°Celsius'. 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.

[The rest of this page is intentionally left blank.]

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 an example of ESG-benchmarking, you may refer to KLCCP Stapled Group's approach. To further enhance its ESG communications, the Group subscribed to [ESG World](#), an online platform, accessible from its website, which allows investors easy access to its ESG data to assist them in their investment decisions.

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 carbon, ecological and social 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.

Reference:

For an example of monitoring supply chain sustainability performance, you may refer to Danone's [Cool Farm Tool](#) that is used to measure the emissions impact of its dairy farms. To generate emissions estimates from its global suppliers, the company developed a tool to monitor farms across the globes daily.

4.5 Drive Utilisation of Technology For Good

Description:

Able to appropriately identify and leverage technology that can scale impact of sustainability initiatives and provide cost effective solutions.

Guidance:

The approach should include the identification and utilisation of latest 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 an example of using technology to drive sustainability, you may refer to Alam Flora's approach in utilising [Geographical Information System \(GIS\)](#) digital data such as driving speed, driving hours, vehicle traveling distance and direction to increase its operational efficiency, thus conforming to [SDG 9](#): to build resilient infrastructure, promote sustainable industrialization and foster innovation.

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 an example sustainability-linked innovation to reduce natural resource consumption, you may refer to Sime Darby Plantation's Research and Development [project](#) GenomeSelect™, which aims to increase yield without using more land.

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.

Reference:

For an example of cultivating shared outcomes, you may refer to the [CEO Action Network \(CAN\)](#), that was established as a collaborative platform with leading corporations and agencies to drive sustainability action and leadership. CAN also aims to support policy makers and government to devise industry standards and sector-specific sustainability standards and guidelines.

[The rest of this page is intentionally left blank.]

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, you may refer to Coca-Cola's approach. The company engages in meaningful partnerships with NGOs around the world. The company's initiative, "[Project Last Mile](#)", was formed in partnership with the United States Agency for International Development (USAID), The Global Fund to Fight AIDS, Tuberculosis and Malaria and the Bill and Melinda Gates Foundation. The Company also collaborates with leading global health donors, partners and ministries of health to share its business capabilities to improve the availability and uptake of medicines and health services in hard-to-reach communities in 10 countries in Africa.

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 RHB Islamic Bank's initiative to introduce an eco-friendly recycled plastic [debit card](#), in collaboration with WWF-Malaysia and Universiti Malaysia Terengganu.

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 UN Global Compact (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.

Reference:

For an example of leveraging on a collaborative and knowledge sharing platform, you may refer to Malaysian Resources Corporation Berhad (MRCB)'s effort in [joining](#) the UN Global Compact's CFO Taskforce to provide an ASEAN perspective on developing the strategies to accelerate the delivery of the SDGs within the private sector.

[The rest of this page is intentionally left blank.]

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 action 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 is “walking the talk”.

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 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 to become understandable to generalists and wider 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.

[The rest of this page is intentionally left blank.]

7.0 Possess Knowledge and Comprehension of Corporate Sustainability Fundamentals

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

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 organisation's business processes, systems and key decision-making processes.

7.2 Climate-Related Standards and Approaches

Description:

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

7.3 Labour and Human Rights

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 no explicit violation of human rights standards.

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](#), [Sustainability Accounting Standards Board \(SASB\) Standards](#), [Integrated Reporting Framework](#) and other relevant frameworks).

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).

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.

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 comprehensive understanding of business to determine opportunities to drive growth and profitability as well as create competitive advantage.

7.9 Stakeholder Management

Description:

Able to apply stakeholder management approaches and processes to ensure 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.

7.12 Sustainability Risk Management

Description:

Able to identify, assess and analyse sustainability-related market trends and identify relevant 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 organisation's sustainability performance (e.g., Palm Oil – [RSPO/MSPO](#), Construction – [GBI](#), any relevant ISO standards).

[End of Section]

Sustainability Manager (SM)

Job Purpose

The main job purpose of a SM is to be a change agent to nurture responsible business and sustainability culture by **engineering and managing** the organisation's sustainability blueprint and transformation agenda.

Job Description

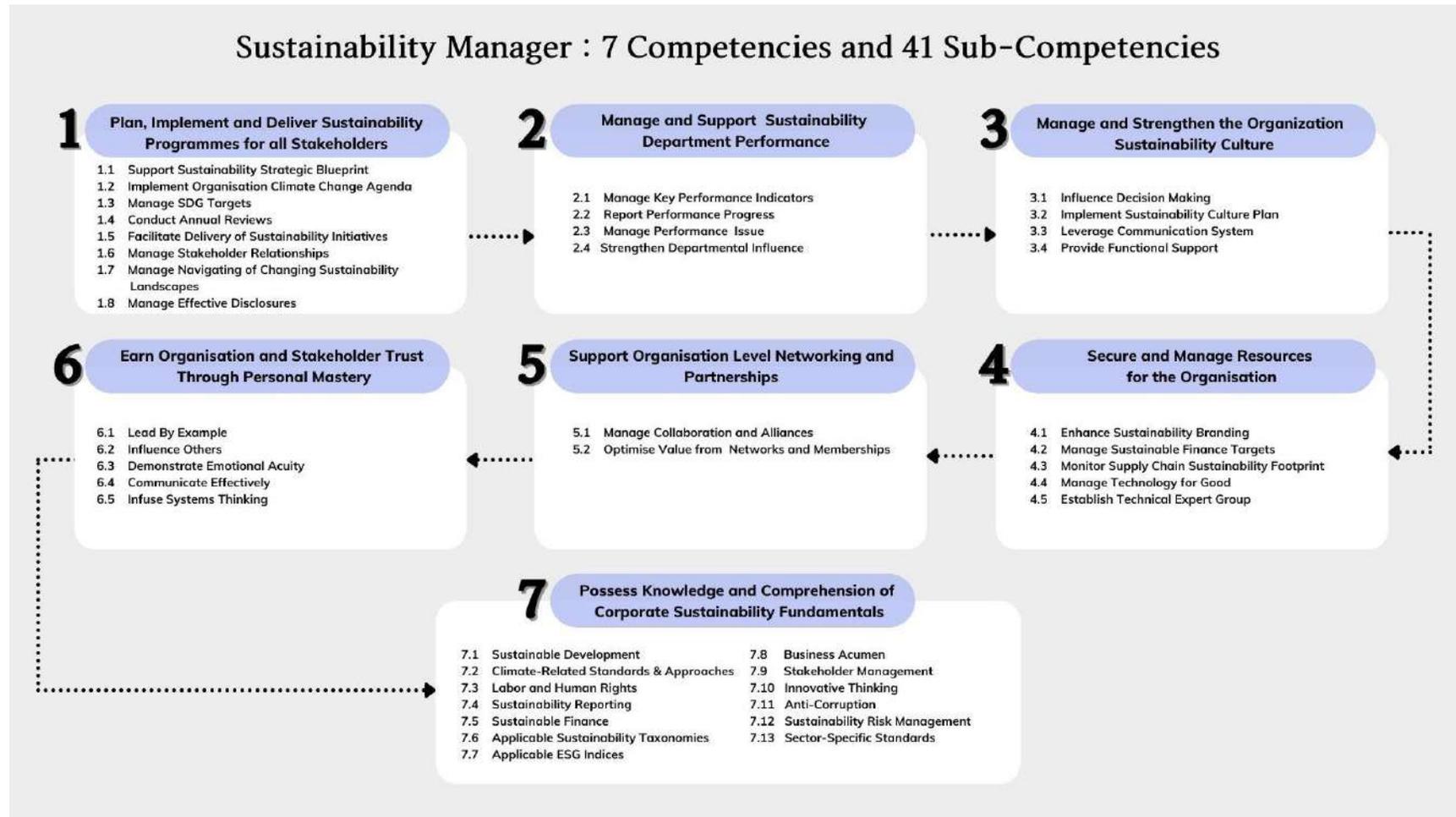
The job description of a SM comprises the following (Figure 6):



Figure 6: SM Job Description

Overview: SM Competencies

There are 7 Competencies and 41 Sub-Competencies listed for the role of a SM.



SM Competencies and 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 management of material sustainability impacts.

1.1 Support Sustainability Strategic Blueprint

Description:

Able to support the establishment of a medium to long-term (i.e. at least 3-year) sustainability strategic blueprint for the organisation (Sustainability Blueprint) and contribute towards the development of key sustainability plans, programmes and action plans.

Guidance:

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 the [Sustainability Blueprint](#) launched by the Malaysia Aviation Group (MAG) which aimed to promote socio-economic development and achieve net zero carbon emissions by 2050. It comprised 66 initiatives across 23 sustainability matters from 5 key focus areas: Economic, Governance, Environmental, Social and Safety and Security.

[The rest of this page is intentionally left blank.]

1.2 Implement Organisation Climate Change Agenda

Description:

Able to measure emissions across organisational value chain, implement the organisation's climate action plans 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-recognized standards and guidelines such as the Task Force on Climate-Related Financial Disclosures ([TCFD](#)) recommendations and [Science-based Targets \(SBT\)](#).

Reference:

For an example of TCFD and SBT aligned climate-related goals, you may refer to Nikon Corporation's Long-Term Environmental Vision and [Medium-Term Environmental Goals](#).

1.3 Manage SDG Targets

Description:

Able to manage and support the achievement of the organisation's SDG targets and identify relevant impact indicators to measure progress.

Guidance:

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

Reference:

For more insights on sustainability-related KPIs, you may refer to this [article](#) on BURSASUSTAIN which covers best practices in setting and measuring sustainability-linked KPIs, communicating targets with stakeholders and writing balanced reports.

1.4 Conduct Annual Reviews

Description:

Able to conduct annual reviews to ensure the sustainability strategies, initiatives and action plans are updated to reflect changing material sustainability matters and organisational priorities and business needs.

Guidance:

Annual reviews should include conducting stakeholder review sessions to update organisation's materiality matrix and key sustainability priorities.

Reference:

For an example of updating materiality matrix, you may refer to Digi's approach when the company [refreshed](#) its materiality assessment to substantiate the materiality of economic, environmental, social and governance risks that are relevant to its business and stakeholders' expectations.

1.5 Facilitate Delivery of Sustainability Initiatives

Description:

Able to ensure sustainability initiatives and action plans are carried out efficiently and effectively 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 working with external stakeholders, you may refer to an initiative undertaken by Top Glove Corporate Berhad with an independent international UK consultant, UK Impactt Limited, to [review](#) systemic forced labour in its [direct operations](#).

1.6 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.

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 engagement, you may refer to [Bursa Malaysia's Stakeholder Engagement Toolkit](#).

1.7 Manage Navigation of Changing Sustainability Landscapes

Description:

Able to monitor key developments and 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 sustainability or ESG landscape, you may refer to articles from [Control Risks](#) and [Harvard Law School Forum on Corporate Governance](#).

1.8 Manage Effective Disclosures

Description:

Able to source relevant sustainability information and data from various business units to support management of sustainability programmes and stakeholder communication.

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 organisation.

Reference:

For an example of sustainability disclosures, you may refer to MISC's [Integrated Annual Reports](#) that are also aligned with GRI Standards, Sustainability Accounting Standards Board (SASB) and the Integrated Reporting (IR) Framework.

[The rest of this page is intentionally left blank.]

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 a step-by-step guide on choosing and tracking KPIs, you may refer to this [article](#) which highlights 18 KPI examples based on the four categories of the Balanced Scorecard: Financial, Customer, Process and People.

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 examples of key sections to be included in a departmental performance report, you may refer to this [article](#).

2.3 Manage Performance Issue

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 individual team member to provide constructive feedback to meet KPI expectations.

Reference:

For more insights on performance review, you may refer to [Guide for Quarterly Review Meeting](#) which provides guidance on maximising value from quarterly review meetings and dealing with issues that arise.

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.

Reference:

For an example of elevating the sustainability departmental function, you may refer to this [article](#) that provides guidance on how to raise the profile and visibility of the department within the organisation.

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 more insights on sustainability decision-making you may refer to this [article](#) that focuses on six approaches business leaders can implement when making plans to meet ESG targets, and keeping sustainability a priority in decision-making.

[The rest of this page is intentionally left blank.]

3.2 Implement Sustainability Culture Plan

Description:

Able to implement a sustainability culture plan and manage relevant initiatives to 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 an example of sustainability awareness driving initiatives, you may refer to [Volkswagen's #Project1Hour](#) and [Nike's Reusable Dishware Programme](#).

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.

Reference:

For an example of effective sustainable communication, you may refer to this [paper published by Ogilvy](#), an advertising and public relations company, on how a sophisticated social strategy can deliver sustainability communication that is dynamic, interactive, and responsive to evolving consumer concerns.

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 a more insights on cross-functional working group and how it can help with the integration of sustainability in an organisation, you may refer to this [article](#) by INC.

[The rest of this page is intentionally left blank.]

4.0 Secure and Manage Resources for the Organisation

Able to identify and recommend required 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.

Guidance:

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 initiative, you may refer to Nespresso MY's [recycling programme](#) with Malaysian artist Red Hong Yi, where recycled Nespresso capsules were given a second life and turned into art.

[The rest of this page is intentionally left blank.]

4.2 Manage Sustainable Finance Targets

Description:

Able to manage sustainable finance-related targets so that organisational sustainability performance meets financiers' requirements and standards.

Guidance:

The approach should include managing the implementation of strategies, initiatives and action plans toward 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 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°Celsius'. 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.

[The rest of this page is intentionally left blank.]

4.3 Monitor Supply Chain Sustainability Footprint

Description:

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

Guidance:

The approach should involve establishing sustainability procurement policies and managing appropriate measurement metrics. The approach 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 an example of sustainability procurement requirements, you may refer to Levi Strauss and Co's [2020 Sustainability Guidebook](#) which provides a set of rules and guidelines for its suppliers that are based on Levi's company values and quality standards.

4.4 Manage Technology For Good

Description:

Able to manage and implement technology that helps to enhance the impact of organisation sustainability initiatives.

Guidance:

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. These may include the use of tools such as a digital data visualization dashboard (e.g., Power BI, Tableau) that configures and analyses various sustainability datapoints to produce decision-useful insights.

Reference:

For an example of using technological innovation to support sustainability, you may refer to Nestle's [palm oil transparency dashboard](#) which uses highly accurate satellite imagery to update stakeholders on progress of achieving verified deforestation-free palm oil supply chain, and to identify deforestation spots, key drivers, and which parties are involved.

4.5 Establish Technical Expert Group

Description:

Able to identify and engage relevant internal and external technical experts that 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 of organisation-wide sustainability management, you may refer to Schaeffler Group's [Sustainability Coordination Council's](#) which comprises representatives from various functions, divisions and regions. The council supports central strategic decisions for sustainable development, sets non-financial Group targets, and monitors the progress of the execution programmes.

[The rest of this page is intentionally left blank.]

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.

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 an example of collaborative efforts, you may refer to the [joint-initiative](#) undertaken by Taylors University and HSBC Malaysia to strengthen sustainability of Mid-Market Enterprises.

[The rest of this page is intentionally left blank.]

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 UN Global Compact (UNGC), Roundtable on Sustainable Palm Oil (RSPO) and UN Principles for Responsible Investment (PRI), among others.

Reference:

For 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.

[The rest of this page is intentionally left blank.]

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 action 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 is “walking the talk”.

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 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 to become understandable to generalists and wider 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.

[The rest of this page is intentionally left blank.]

7.0 Possess Knowledge and Comprehension of Corporate Sustainability Fundamentals

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

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-Related Standards and Approaches

Description:

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

7.3 Labour and Human Rights

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 no explicit violation of human rights standards.

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](#), [Sustainability Accounting Standards Board \(SASB\) Standards](#), [Integrated Reporting Framework](#) and other relevant frameworks).

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).

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.

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 comprehensive understanding of business to determine opportunities to drive growth and profitability as well as create competitive advantage.

7.9 Stakeholder Management

Description:

Able to apply stakeholder management approaches and processes to ensure 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.

7.12 Sustainability Risk Management

Description:

Able to identify, assess and analyse sustainability-related market trends and identify relevant 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 organisation's sustainability performance (e.g., Palm Oil – [RSPO/MSPO](#), Construction – [GBI](#), any relevant ISO standards).

[End of Section]

Sustainability Executive (SE)

Job Purpose

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

Job Description

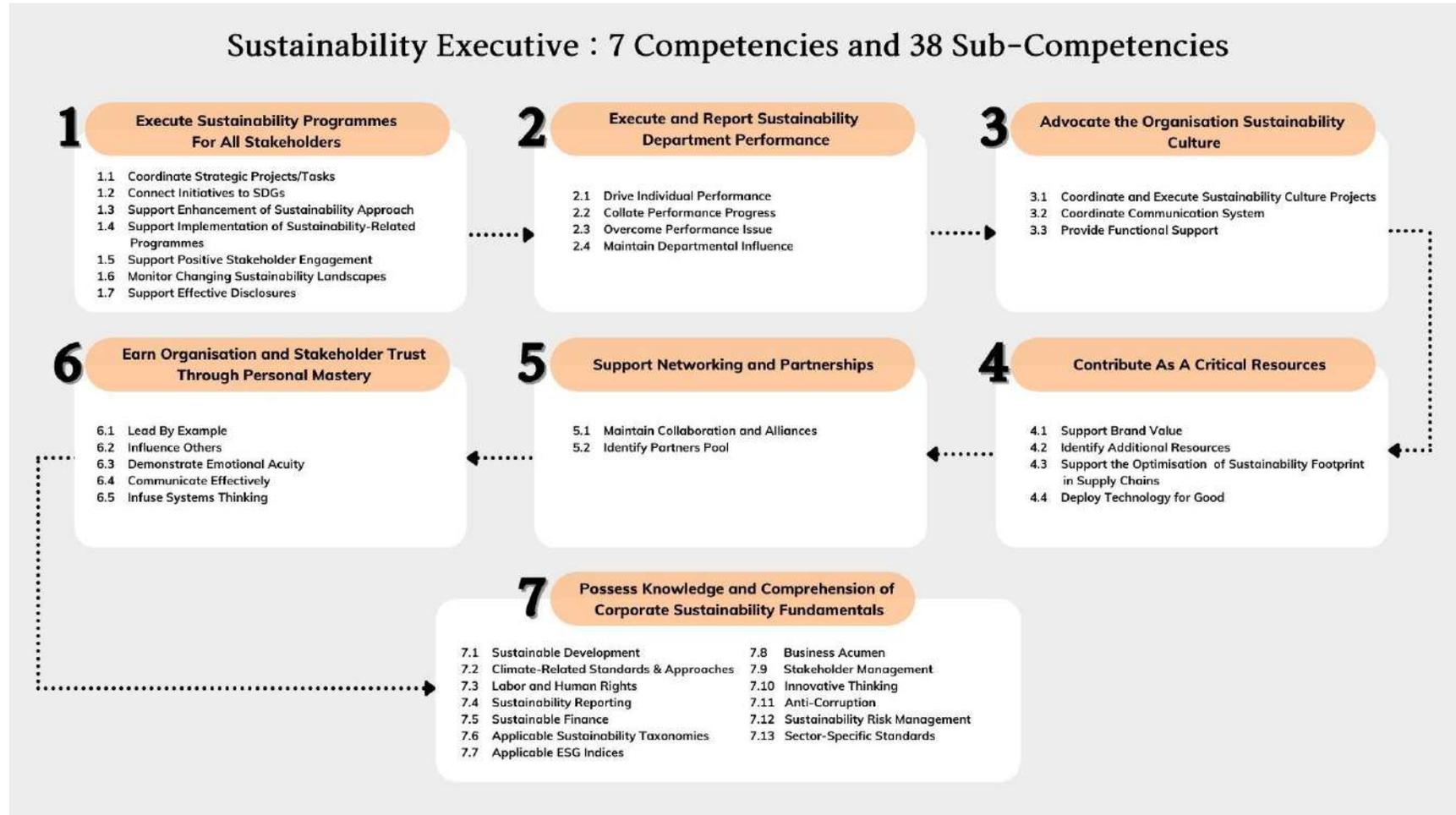
The job description of a SE comprises the following (Figure 7):



Figure 7: SE Job Description

Overview: SE Competencies

There are 7 Competencies and 38 Sub-Competencies listed for the role of a SE.



SE Competencies & Sub-Competencies

1.0 Execute Sustainability Programmes for All Stakeholders

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

1.1 Coordinate Strategic Projects/Tasks

Description:

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

Guidance:

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

Reference:

For more insights on engaging stakeholders for project success, you may refer to this [article](#) by Project Management Institute.

[The rest of this page is intentionally left blank.]

1.2 Connect Initiatives to SDGs

Description:

Able to plan and assist 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 as per the provided budget and timelines.

Reference:

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

1.3 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.

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 analysing megatrends, you may refer to the by Institute of Environmental Management & Assessment (IEMA) report on "[Future Megatrends: How to Identify and Integrate These into Your Environmental Systems](#)" which provides a "Future Trend Checklist" that sustainability executives can use as a reference.

1.4 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 and managing information requests from other departments.

Guidance:

The approach should include working closely with Chief Sustainability Officer and Sustainability Manager in applying strategies to improve organisation's sustainability practices as well as serving as an important resource to connect to business units and promote sustainability across the organisation. This can also include designing awareness and education programmes, newsletters and promotional materials.

Reference:

For more insights on managing sustainability programmes, you may refer to this [article](#) published by McKinsey & Company.

1.5 Support Positive Stakeholder Engagement

Description:

Able to create positive stakeholder interactions, resulting in a collaborative stakeholder relationships.

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 examples of stakeholder engagement activities, you may refer to Sunway's [various efforts](#) such as annual surveys, review dialogues and annual feedback forms to meet stakeholders' expectations, identify potential risks and opportunities and to address key priorities yearly.

1.6 Monitor Changing Sustainability Landscapes

Description:

Able to capture key developments in the sustainability sphere to improve 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 more insights on monitoring environmental regulations, you may refer to this [article](#) by EHS Today which highlights important considerations to stay ahead and avoid information overload.

1.7 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 to meet the requirements of relevant sustainability standards or guidelines used in sustainability and stakeholder reports. This can also include assisting in drafting sustainability reports and relevant communications.

Reference:

For more insights on sustainability reporting, you may refer to the following articles: [5 Ways to Ensure Data Quality for Sustainability Reporting](#) and [Data accuracy in sustainability reports](#) which highlight key actions that can be used by sustainability executives.

2.0 Execute and Report Sustainability Department Performance

Able to support and enable the sustainability department performance by coordinating and reporting the 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 execution of tasks required to achieve departmental and individual KPIs.

Guidance:

Self-management skills are a set of skills that demonstrate self-control and the ability to manage time and priorities to complete a task or improve workplace performance. Example of self-management skills include time management, self-motivation, organisation, stress management, and goal setting skills.

Reference:

For tips on how to sharpen your self-management skills, you may refer to this [article](#) by BetterUp.

2.2 Collate Performance Progress

Description:

Able to collate measurement data for periodic department performance report as required.

Guidance:

The approach should include collating relevant departmental performance data to develop performance report which can be used by the Sustainability Manager and Chief Sustainability Officer to evaluate departmental progress in achieving set targets.

Reference:

For more insights on creating performance reports, you may refer to this [article](#).

2.3 Overcome Performance Issue

Description:

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

Guidance:

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

Reference:

For more insights on self-performance management, you may refer to this [article](#) by SAP which describes ways to effectively improve performance management process.

2.4 Maintain Departmental Influence

Description:

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

Guidance:

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

Reference:

For an example of elevating the sustainability departmental function, you may refer to this [article](#) that provides guidance on how to raise the profile and visibility of the department within the organisation.

[The rest of this page is intentionally left blank.]

3.0 Advocate the Organisation Sustainability Culture

Able to 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 Coordinate and Execute Sustainability Culture Projects

Description:

Able to coordinate and execute relevant initiatives under a sustainability culture plan to ensure achievement of project objectives that aim to raise sustainability awareness among employees.

Guidance:

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

Reference :

For tips on how to coordinate project, you may refer to this [article](#) by GetYourGuide.

3.2 Coordinate Communication System

Description:

Able to strengthen communication systems by coordinating interactions with stakeholders in relation to the dissemination and collection of information on sustainability matters.

Guidance:

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

Reference:

For an example of how to manage communication responses, you may refer to this [infographic](#) on tips to speed up your social media responses time.

3.3 Provide Functional Support

Description:

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

Guidance:

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

Reference:

For more insights on influencing others in the workplace, you may refer to this [article](#) by Harvard Business School.

[The rest of this page is intentionally left blank.]

4.0 Contribute As A Critical Resource

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

4.1 Support Brand Value

Description:

Able to support the enhancement of brand value by preparing sustainability materials of appropriate corporate standards to be used in external communications.

Guidance:

The approach should include assisting in drafting communication materials based on organisational sustainability performance and key data to be shared with external stakeholders. This may also involve the use of communication and design tools and social media platforms.

Reference:

For an example of active stakeholder communication on sustainability, you may refer to City Developments Limited's approach which includes publication of [quarterly sustainability reports](#).

4.2 Identify Additional Resources

Description:

Able to identify and propose appropriate financial and non-financial resources based on sound justification to fulfil any resource gaps required for the successful implementation of sustainability strategies, initiatives, and action plans.

Guidance:

The approach should include carrying out research with appropriate cost and benefit analysis where practical, on the proposed resources. These findings may also be referred to by other departments in order to achieve their sustainability performance targets, where applicable.

Reference:

For more insights on the process of conducting a cost benefit analysis, you may refer to this [guide](#). In addition, you may also refer to the [PwC's Management of Non-Financial Information](#) which highlights [how to identify and utilize non-financial resources](#) relevant to the organisation.

4.3 Support the Optimisation of Sustainability Footprint in Supply Chains

Description:

Able to support the initiatives and action plans set out to maximise supply chain sustainability performance programmes as well as offer improvement insights based on industry best practices.

Guidance:

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

Reference:

For more insights on how to engage with suppliers on Scope 3 greenhouse gas emissions, you may refer to [Supplier Engagement Guidance](#) by GHG Protocol, SBTi's value chain report [Best Practices In Scope 3 Greenhouse Gas Management](#) and a CDP article on "[How can companies address their scope 3 greenhouse gas emissions?](#)"

4.4 Deploy Technology for Good

Description:

Able to carry out research to justify the adoption of appropriate technological and digitisation solutions and suggest unique proposals that can help 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 could also include collaborating with key process owners, where necessary, in its implementation.

Reference:

For more insights on sustainability digitalisation plans, you may refer to [the PwC Report on Fourth Industrial Revolution for the Earth](#), [Digital technology and sustainability: Positive mutual reinforcement by Strategy+Business](#) and [Sustainability Technology: The Best Examples of Implementation by byteant](#).

5.0 Support Networking and Partnerships

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

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 organisation sustainability agenda.

Reference:

For more insights on collaboration models, you may refer to this [guide](#) by ERM provides comprehensive views and recommendations on how corporate sustainability practitioners can [build effective collaboration strategies](#).

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 more insights on identifying partnerships for SDGs, you may refer to relevant guidelines such as [Private-Sector Collaboration for Sustainable Development Report](#), [The UN SDG Partnership Guidebook](#) and [UNESCAP's Guidelines for Multi-stakeholder Partnerships to Implement the 2030 Agenda in Asia and the Pacific](#)

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 action 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 is “walking the talk”.

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 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 to become understandable to generalists and wider 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.

[The rest of this page is intentionally left blank.]

7.0 Possess Knowledge and Comprehension of Corporate Sustainability Fundamentals

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

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-Related Standards and Approaches

Description:

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

7.3 Labour and Human Rights

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 no explicit violation of human rights standards.

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](#), [Sustainability Accounting Standards Board \(SASB\) Standards](#), [Integrated Reporting Framework](#) and other relevant frameworks).

7.5 Sustainable Finance

Description:

Able to understand sustainable finance frameworks and tools (e.g., green financing instruments, Sustainable & Responsible Investment (SRI) Bonds & Sukuk, Sustainability-Linked Loans).

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.

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 comprehensive understanding of business to determine opportunities to drive growth and profitability as well as create competitive advantage.

7.9 Stakeholder Management

Description:

Able to apply stakeholder management approaches and processes to ensure 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.

7.12 Sustainability Risk Management

Description:

Able to identify, assess and analyse sustainability-related market trends and identify relevant 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 organisation's sustainability performance (e.g., Palm Oil – [RSPO/MSPO](#), Construction – [GBI](#), any relevant ISO standards).

[End of Section]