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| <b>TSC Category</b>                | Productivity and Innovation   |                |  |  |  |                |
| <b>TSC</b>                         | Environmental Sustainability Management   |                |  |  |  |                |
| <b>TSC Description</b>             | Integrate environmental sustainability through the development, implementation and review of sustainability strategies and programmes against industry best practices |                |  |  |  |                |
| <b>TSC Proficiency Description</b> | <b>Level 1</b>  | <b>Level 2</b> | <b>Level 3</b>   | <b>Level 4</b>   | <b>Level 5</b>   | <b>Level 6</b> |
|                                    |   |                | <b>HAS-ENV-3002-1.1</b>  | <b>HAS-ENV-4002-1.1</b>  | <b>HAS-ENV-5002-1.1</b>  |                |
|                                    |   |                | Support the implementation of sustainability strategies  | Implement strategies to address sustainability gaps  | Develop strategies to integrate organisational sustainability programmes   |                |
| <b>Knowledge</b>                   |   |                | <ul style="list-style-type: none"> <li>Organisational sustainability strategies, tools and resources</li> <li>Relevant industry sustainability guidelines and regulations</li> <li>Links between sustainability strategies and other aspects of organisation strategy</li> <li>Impact of changes on sustainable work process improvements</li> <li>Measures of effectiveness of sustainability programmes, and activities, against best practices</li> </ul> | <ul style="list-style-type: none"> <li>Conceptual frameworks to apply sustainability in organisational settings</li> <li>Application of environmental tools and techniques to integrate sustainable practices and address sustainability gaps</li> <li>Current and future trends in sustainable developments and social corporate responsibility</li> <li>Environmental, economic and social-cultural impact from sustainability initiatives</li> <li>Environmental sustainability regulations and guidelines</li> </ul> | <ul style="list-style-type: none"> <li>Key trends and drivers of strategic directions that influence organisational sustainability programmes</li> <li>Organisation's strategic directions in existing sustainability programmes</li> <li>Guidelines and industry benchmarks on sustainable operations using green initiatives</li> <li>Organisation's products and services that meet industry sustainability guidelines</li> <li>Strategies to adopt sustainability guidelines</li> <li>Guidelines on implementation of sustainability programmes, and evaluation and monitoring of programme effectiveness</li> </ul> |                |
| <b>Abilities</b>                   |   |                | <ul style="list-style-type: none"> <li>Promote understanding and awareness of sustainability programmes</li> </ul>   | <ul style="list-style-type: none"> <li>Develop and communicate a business case for sustainability</li> <li>Define action plans, solutions and</li> </ul>   | <ul style="list-style-type: none"> <li>Assess organisation's current operations for sustainability practices to identify areas for application and/or improvement</li> </ul>   |                |

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|  |  |  | <ul style="list-style-type: none"> <li>• Provide support to the implementation of sustainability strategies</li> <li>• Monitor and review effectiveness of sustainability programmes and activities</li> <li>• Keep abreast of changes to Industry sustainability guidelines</li> </ul> | <p>technologies to incorporate sustainability programmes</p> <ul style="list-style-type: none"> <li>• Assess effectiveness of sustainability programmes</li> <li>• Make recommendations on improving effectiveness of sustainability programmes</li> <li>• Analyse trends in sustainability management and submit findings to management for adoption of industry best practices</li> </ul> | <ul style="list-style-type: none"> <li>• Identify strategies to integrate sustainability programmes into organisation's operations</li> <li>• Align organisational policies, processes and procedures to meet sustainability strategies</li> <li>• Monitor implementation of sustainability strategies in achieving organisation's green management goals</li> <li>• Communicate sustainability strategies to stakeholders</li> <li>• Engage colleagues in regular dialogues on industry sustainability practices to promote individual participation</li> <li>• Review the effectiveness of adopting alternative methodologies for the management of sustainable operations using green initiatives</li> </ul> |  |
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