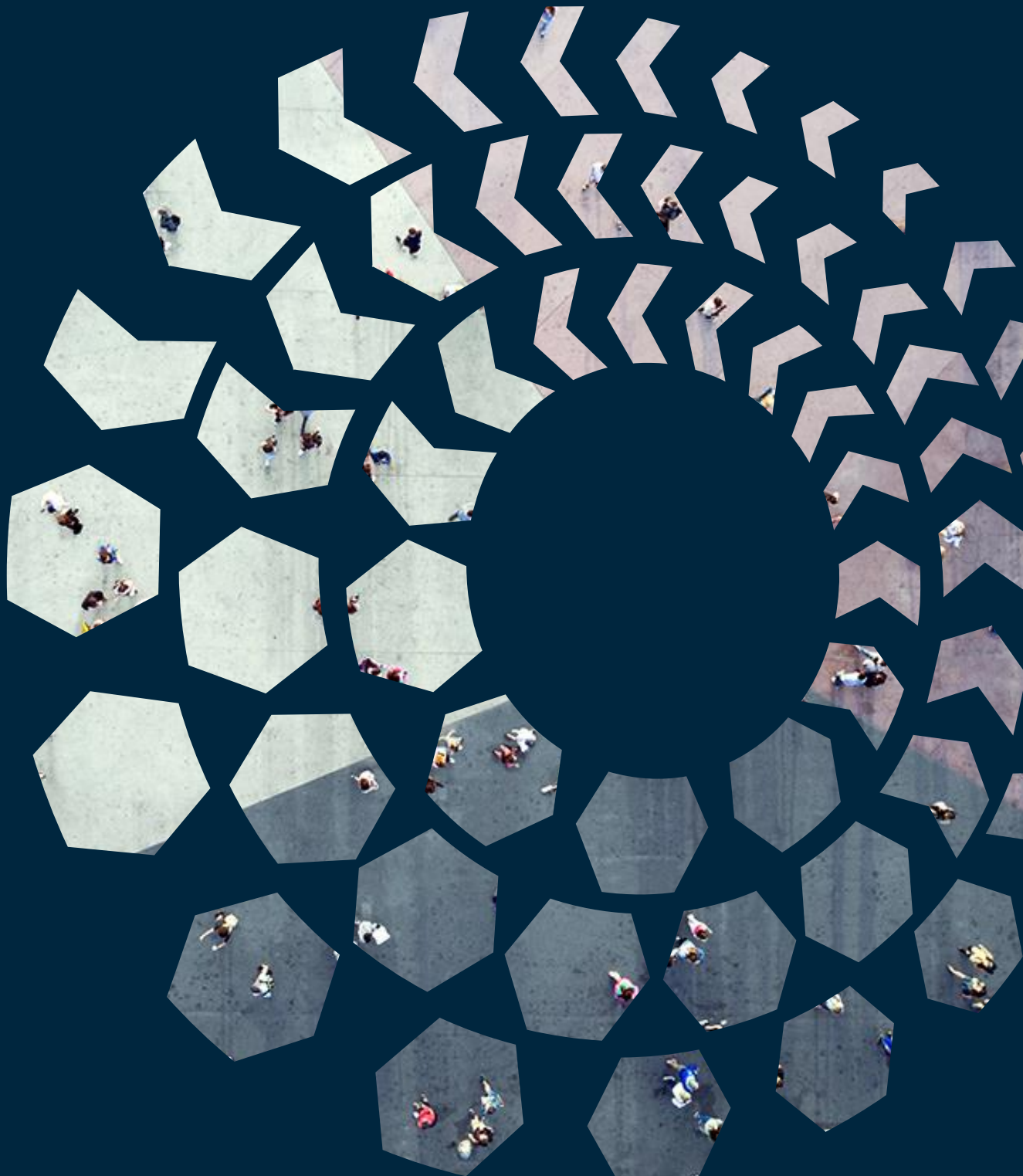
ISEP
Institute of Sustainability & Environmental Professionals

ISEP Sustainability Skills Map & Membership Standards

v2.0



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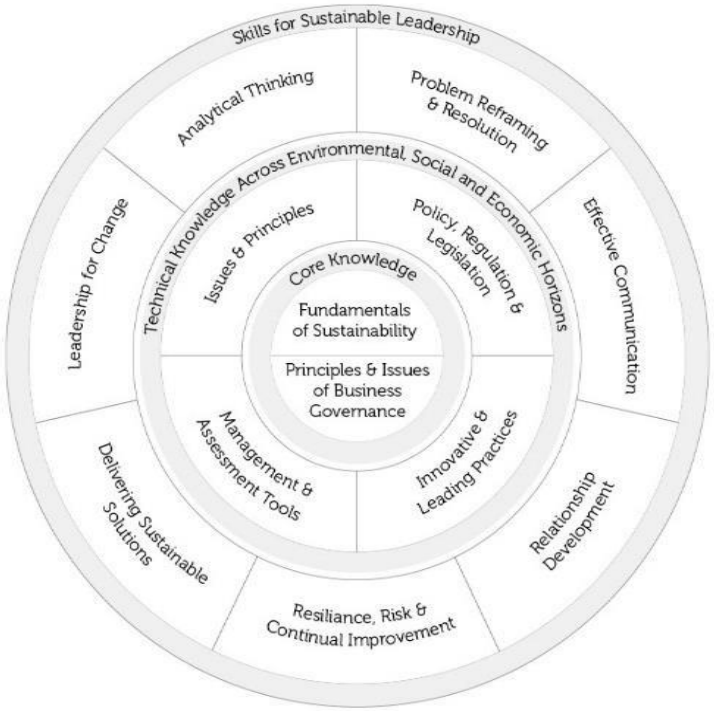
Introduction to the ISEP Sustainability Skills Map

The ISEP Sustainability Skills Map sets out the knowledge and skills required of sustainability and environmental professionals at all stages in their career. Through engagement with members and employers, we identified 13 knowledge and skill areas that are key for high-performing sustainability and environmental professionals. These 13 knowledge and skill areas are identified in the skills map below. The Associate, Graduate, Practitioner, Full and Fellow Membership Standards describe in detail what a member at each grade is expected to know and be able to do.



Core Knowledge

At the very core of high-performing sustainability and environmental professionals is a requirement to understand the fundamentals of sustainability and business. This underpins what it means to be a sustainability professional in today's economy and recognises that knowing about sustainability alone is not enough. In order to make change happen, we need to get buy-in for what we are doing, the easiest way of doing this is understanding how organisations work and being able to talk the same language as our colleagues. This core knowledge is at the heart of all our professional membership grades.

Technical Knowledge

In addition to the core knowledge described above, sustainability professionals need more detailed technical knowledge across environment, social, economic and business/governance horizons. The scope and depth of technical knowledge will be relevant to each individual, and their experience and your career aspirations.

Regardless of the scope and depth of technical knowledge, all ISEP members will need to cover:

- Environmental/Socio-economic Issues and Principles
- Legislation and Policy
- Management and Assessment Tools
- Innovation and Leading Practices

When it comes to demonstrating technical knowledge to gain professional membership, this isn't a 'one size fits all' approach. If you are an environmental specialist, you will have a depth of knowledge in the environment horizon; if you work in corporate sustainability, you are more likely to have a broader knowledge base covering all four horizons. It is about having the knowledge that is right for your chosen career path.

Skills for Sustainable Leadership

Skills are key to putting our technical knowledge to good use. Those that are key for sustainability professionals we have identified as:

- Analytical Thinking
- Problem Reframing and Resolution
- Resilience, Risk and Continual Improvement
- Delivering Sustainable Solutions
- Effective Communication
- Relationship Development
- Leadership for Change

All of ISEP's professional membership grades require you to demonstrate knowledge and skills across these 13 areas (core knowledge, technical knowledge and skills for sustainable leadership). At the Full and Fellow member level, a much higher level of competence is expected than at the Entry level.

The ISEP Membership Journey

Now more than ever, the world's sustainability professionals must work together. As a combined force, we'll influence the big decisions and mobilise the resources necessary to reshape the future on a global scale. Membership of ISEP is about belonging, and the power of partnership. It's a way to reach those you need to work with; to open up opportunities, get the support you need and be recognised for all you achieve.

Being a member of ISEP is a journey with real and exciting goals. Each stage of the journey calls on you to play new roles, whether through doing, influencing, developing, learning or leading.

Student	**A broad horizon** If your studies relate to environment and sustainability then ISEP offers a bright vision and tremendous possibility.
Affiliate	**Stay connected** Affiliate membership gives the wider professional community a way to benefit from the connections ISEP can provide.
Associate	**Make your mark** There's a whole new world of opportunity for environment and sustainability professionals — and this is your way in.
Graduate	**Leaders of the future** We're already looking to the next generation of sustainability professionals. We're looking to you.
Practitioner	**Taking action** At the heart of ISEP is a community of professional experts working to make the future better.
Full	**The power to influence** Lead change in your organisation — with the full force of ISEP behind you.
Fellow	**A new kind of leader** Join a new generation of ambassadors for sustainability — leaders who are challenging the norms and transforming the world.

1 Associate Membership Standard

Introduction

There are 13 Learning Outcomes covered within the Associate membership standard which align to the Entry level of the ISEP Skills Map. These are split into the areas of core knowledge, technical knowledge and skills/knowledge of skills.

The technical knowledge section is split into environment and socio-economic. Those who wish to take the environment exam related to this standard will be assessed on only the environment-related Learning Outcomes but those who wish to take the sustainability exam will be assessed on the environment and socio-economic-related Learning Outcomes.

As a general guide, the recommended study time is 40 hours to ensure coverage of these Learning Outcomes. However, as every learner has a different background and learning style, please use as much time as required to feel confident in meeting the Associate standard.

Learning Outcomes

The 13 learning outcomes are listed below:

Core Knowledge

1. Outline the implications of global trends for the environment, for society, for the economy and for organisations
2. Outline sustainable business/governance principles and their relationship with organisations, products and services

Technical Knowledge

3. Outline environmental / socio-economic principles and their relationship with organisations, products and services
4. Outline major policy and legislation and their implications for organisations, products and services
5. Outline major tools, techniques, systems and practices used to improve sustainability performance
6. Outline the role of innovation and other leading practices in developing sustainable products and services and providing sustainable solutions

Knowledge of Skills

7. Collect data, perform analysis and evaluate information
8. Research and plan to provide innovative solutions
9. Deliver effective communication and capture feedback
10. Engage with stakeholders
11. Outline tools and techniques that identify opportunities and risks
12. Identify and propose ways to improve performance
13. Support change and transformation to improve sustainability

Detailed Assessment Criteria and scope for each learning outcome are provided on the following pages.

Command Words

A number of command words are used within the learning outcomes and associated assessment criteria to help learners understand the level of detail required. These include:

Identify: Stating the name or identifying the characteristics/main point of something. Normally a name, word or phrase will be sufficient, provided the reference is clear.

Recognise: Same meaning as identify.

Outline: Stating the most important features of something. Equivalent to a thin description but involves more than simply listing.

Describe: Providing a thorough description and enough detail about an item for a learner to have a clear picture of it.

Explain: Providing a detailed response (definition and explanation). 'Explain' may involve giving reasons for something, linking causes and effects, drawing parallels, pointing to relationships or showing how theory can be applied.

Associate Membership Standard in Detail

Core Knowledge

Learning outcome	Assessment criteria	Prescribed content
Fundamentals of Sustainability		
1. Outline the implications of global trends for the environment, for society, for the economy and for organisations	1.1 Outline the global **mega-trends** driving the need to transform the world to sustainability 1.2 Outline the concept of **sustainable development** 1.3 Outline the UN's Sustainable Development Goals 1.4 Describe the five **sustainable capitals** and the dependencies between them 1.5 Outline the concept of **environmental limits** 1.6 Recognise that economic activity creates unintended environmental and social consequences, locally and globally 1.7 Recognise that delivering sustainable outcomes involves applying **sustainability skills** to overcome internal and external challenges	**Mega-Trends**: Climate Change (GHG and climate consequences), population, global middle-class, urbanisation, pivot to Asia-Pacific market, resource scarcity, biodiversity loss **Sustainable Development**: Brundtland definition; triple bottom line (environment, society and economy) **Sustainable Capitals**: Natural, Social, Human, Financial and Manufactured/Built **Environmental Limits**: Planetary boundaries concept (Stockholm Institute) **Sustainability Skills**: ISEP Skills Map
Fundamental Business and Governance Principles and Issues		
2. Outline sustainable business/governance principles and their relationship with organisations, products and services	2.1 Outline the role of ethics in individual and organisation decision-making 2.2 Outline the importance of accountability, equalities (incl: gender equality), inclusivity, integrity, stewardship, transparency, cultural context and engagement	

Technical Knowledge

This section is split into **environmental** and **socio-economic** pathways.

Those who wish to take the environment exam related to this standard will be assessed on only the environment-related Learning Outcomes but those who wish to take the sustainability exam will be assessed on the environment and socio-economic-related Learning Outcomes.

Environment pathway

Learning outcome	Assessment criteria	Prescribed content
Fundamental Environmental Issues and Principles		
3. Outline environmental principles and their relationship with organisations, products and services	3.1 Outline **natural cycles, ecological systems, ecosystem services** and **environmental limits** and their impact on your organisation 3.2 Outline the impact of human interventions on natural ecological systems, habitats, species and individuals 3.3 Describe **pollution sources, pathways and receptors**	**Natural Cycles:** Carbon, Nitrogen, Phosphorus and Water **Ecological Systems:** Plants and animals and their interactions with non-living components including energy **Ecosystem Services**: Supporting, Provisioning, Regulating and Cultural **Environmental Limits**: Planetary boundaries concept (Stockholm Institute) **Pollution Sources, Pathways and Receptors:** Including the concept of pollution linkages
Policy, Regulation & Legislation		
4. Outline major policy and legislation and their implications for organisations, products and services	4.1 Outline how sustainability issues link to policy 4.2 Outline the main **types of law** and the relationship between international, national and sub-national law 4.3 Identify key **policy instruments** in place and how they are used to achieve sustainable change 4.4 Outline key environmental **principles** that form the basis of policy	**Types of Law**: Common, Statute, Civil and Criminal law (in jurisdictions where they exist) **Policy Instruments**: Fiscal, legislative, market and voluntary instruments **Principles** of environmental policy**:** Polluter Pays, Precautionary Principle, Best Available Technique, Hierarchy Approach, Producer Responsibility, Lifecycle Thinking

	4.5 Outline key **environmental legislation** 4.6 Outline the role of **environmental regulators** and **penalties** for non-compliance 4.7 Identify relevant stakeholders that influence environmental issues and policy development 4.8 Outline the benefits and opportunities organisations can achieve in moving beyond compliance	**Environmental Legislation**: Legislation in relation to natural environment, air, water, land, energy, waste, resources, climate change, planning and producer responsibility **Environmental Regulators**: National regulators appropriate to country or region of operation/activity (in jurisdictions where they exist) **Penalties**: Civil and criminal sanctions (in jurisdictions where they exist)
Management & Assessment Tools		
5. Outline major tools, techniques, systems and practices used to improve sustainability performance	5.1 Outline major **environmental management tools**, techniques, systems and practices, their advantages and disadvantages 5.2 Outline the concept of lifecycle thinking, its benefits and challenges 5.3 Identify the different roles **people** play in delivering sustainable outcomes 5.4 Outline the tools, techniques, systems and/or practices used by organisations to manage compliance and non-compliance	**Environmental Management Tools:** Environmental Management Systems (EMS) and Audit covering the main applicable standards and key elements/steps within the tools as well as advantages and disadvantages. Brief coverage of the following: Impact Assessment, Lifecycle Thinking and Corporate Reporting covering main features, advantages and disadvantages only. **People:** Sustainability profession, leaders (organisational), wider professions, everyone.
Innovative & Leading Practices		
6. Outline the role of innovation and other leading practices in developing sustainable products and services and providing sustainable solutions	6.1 Identify examples of innovation and leading practices in developing sustainable products and services or providing sustainable solutions	

Socio-Economic Pathway

Learning outcome	Assessment criteria	Prescribed content
Fundamental Socio-Economic Issues and Principles		
3. Outline socio-economic principles and their relationship with organisations, products and services	3.1 Outline the importance of tackling global inequalities, a **social protection floor** and their impact on your organisation 3.2 Outline the impact of human interventions on social systems, cultural practices, community cohesion and individuals 3.3 Outline the social and physical determinants of health	**Social Protection Floor:** access to essential health care (including maternity care), basic income security for children, persons unable to work and older persons.
Policy, Regulation & Legislation		
4. Outline major policy and legislation and their implications for organisations, products and services	4.1 Outline how sustainability issues link to legislation and policy 4.2 Outline the main **types of law** and the relationship between international, national and sub-national law 4.3 Identify key **policy instruments** and how they are used to achieve sustainable change 4.4 Outline key socio-economic **principles** that form the basis of policy 4.5 Outline key social **legislation** 4.6 Outline the role of **regulators** and **penalties** for non-compliance 4.7 Identify relevant stakeholders that influence socio-economic issues and policy development 4.8 Outline the benefits and opportunities organisations can achieve in moving beyond compliance	**Types of Law**: Common, Statute, Civil and Criminal law (in jurisdictions where they exist). **Policy Instruments:** Fiscal, legislative, market and voluntary instruments. **Principles** of socio-economic policy: People Centred, responsive and participatory, multi-level, conducted in partnership, sustainable, dynamic. **Social Legislation:** Legislation in relation to human rights, equality, gender, labour rights, health and safety, inclusivity, diversity, engagement, healthcare, income security, and wellbeing. **Regulators:** National regulators appropriate to country or region of operation/activity (in jurisdictions where they exist). **Penalties:** Civil and criminal sanctions (in

		jurisdictions where they exist).
Management & Assessment Tools		
5. Outline major tools, techniques, systems and practices used to improve sustainability performance	5.1 Outline major socio-economic management tools, techniques, systems and practices, their advantages and disadvantages 5.2 Outline the concept of lifecycle thinking, its benefits and challenges 5.3 Identify the different roles people play in delivering sustainable outcomes 5.4 Outline the tools, techniques, systems and/or practices used by organisations to manage compliance and non- compliance	Socio-Economic Management Tools: Impact Assessment (Social, Health, Human Rights), Socio-Economic Surveys, Stakeholder Engagement, Auditing (labour, human rights), Corporate Reporting. People: Sustainability profession, leaders (organisational), wider professions, everyone.
Innovative & Leading Practices		
6. Outline the role of innovation and other leading practices in developing sustainable products and services and providing sustainable solutions	6.1 Identify examples of innovation and other leading practices in developing sustainable products and services or providing sustainable solutions	

Knowledge of Skills

Learning outcome	Assessment criteria	Prescribed content
Analytical Thinking		
7. Collect data, perform analysis, and evaluate information	7.1 Identify relevant sources of **data** and describe techniques used to collect, process, and store accurate data 7.2 Explain the importance of relevant and accurate data 7.3 Describe how to analyse and interpret data/information to draw appropriate conclusions and make practical recommendations that improve sustainability performance 7.4 Describe methods to monitor a programme to improve sustainability performance	**Data:** Absolute and Normalised data, Qualitative and Quantitative data.
Problem Reframing & Resolution		
8. Research and plan to provide innovative solutions	8.1 Identify the benefits of research, planning and keeping up-to-date with **innovations** that provide sustainable solutions	**Innovations:** Academic research, developments by competitors, other sectors and wider stakeholders, new business models
Effective Communication		
9. Deliver effective communication and capture feedback	9.1 Explain the role effective communication plays in achieving sustainable outcomes 9.2 Identify a range of **internal and external stakeholders** 9.3 Identify different communication methods that provide information and capture feedback	**Internal Stakeholders:** Leadership Team, Operations, Finance, Other Specific Departments, All Staff. **External Stakeholders:** Partners, Clients, Customers, Suppliers, Shareholders, Regulators, Local Community.

Relationship Development		
10. Engage with stakeholders	10.1 Identify the benefits of collaboration and cooperation in responding to sustainability challenges, particularly when facing similar issues	
Resilience, Risk & Continual Improvement		
11. Outline tools and techniques that identify opportunities and risks	11.1 Outline tools and techniques that can be used to identify **risks and opportunities**	**Risks and Opportunities:** At an operational and organisational level, risks and opportunities to the environment, risks and opportunities presented by a changing environment.
Delivering Sustainable Solutions		
12. Identify and propose ways to improve performance	12.1 Outline how a long-term vision for sustainability, with milestones and targets, can improve sustainability performance 12.2 Identify key project management techniques that, when used, can deliver sustainable outcomes 12.3 Outline how a financial return on investment and wider benefits can create a business case for sustainability 12.4 Outline how contracting and procurement can be a vital component of improving sustainability performance	
Leadership for Change		
13. Support change and transformation to improve sustainability	13.1 Outline the principles of change management	

2 Graduate Membership Standard

Graduate Membership Standard in Detail

Core Knowledge

Learning outcome	Assessment criteria
Fundamentals of Sustainability	
1. Explain the implications of global trends for the environment, for society, for the economy and for organisations	1.1 Explain the global **mega-trends** driving the need to transform the world to sustainability 1.2 Explain the concept of **sustainable development** 1.3 Explain how the UN's Sustainable Development Goals provide a framework for action 1.4 Describe the five **sustainable capitals** and the dependencies between them 1.5 Explain how **environmental limits** and the equalities agenda are fundamental to maintaining economic growth and sustainable capital 1.6 Explain how current economic activity regularly creates unintended environmental and social consequences, locally and globally 1.7 Recognise that delivering sustainable outcomes involves applying **sustainability skills** to overcome internal and external challenges
Principles & Issues of Business Governance	
2. Explain sustainable business/governance models, their underlying principles and their relationship with organisations, products and services	2.1 Explain the role of ethics in individual and organisational decision-making 2.2 Explain the importance of accountability, equalities (incl. gender equality), inclusivity, integrity, stewardship, transparency, cultural context and engagement 2.3 Explain the concepts of **corporate responsibility, corporate sustainability and sustainable business** 2.4 Describe the differences between balancing and **resolving** interactions between social, environmental and economic issues in the context of sustainable development 2.5 Explain the concept of **safe operating space** and to what extent they can impact an organisation 2.6 Describe **sustainable business models** that will help drive the transition to a sustainable economy

Technical Knowledge

This section is split into **environmental** and **socio-economic** pathways. Graduates can choose either path or both paths depending on the nature of the degree programme.

Environment pathway

Learning outcome	Assessment criteria
Fundamental Environmental Issues and Principles	
3. Explain environmental principles and their relationship with organisations, products and services	3.1 Explain the importance of **natural cycles, ecological systems, ecosystem services** and **environmental limits** and their impact on your organisation 3.2 Explain the impact of human interventions on natural cycles, ecological systems, habitats, species and individuals 3.3 Describe **pollution sources, pathways and receptors**
Policy, Regulation & Legislation	
4. Explain major policy and legislation and their implications for organisations, products and services	4.1 Explain how sustainability issues link to legislation and policy 4.2 Outline the main **types of law** and the relationship between international, national and sub-national law 4.3 Describe key **policy instruments** and how they are used to achieve sustainable change 4.4 Explain key environmental **principles** and how they have been applied within policies 4.5 Explain key **environmental legislation** 4.6 Outline the role of **environmental regulators** and **penalties** for non-compliance 4.7 Identify relevant stakeholders that influence environmental issues and policy development, and explain their roles 4.8 Explain the benefits achieved in moving beyond legislative compliance
Management & Assessment Tools	
5. Explain major and relevant tools, techniques, systems and practices,	5.1 Explain the **application** of major **environmental management tools**, techniques, systems and practices, their advantages and disadvantages

their application and how they can be used to develop sustainable products and services and improve sustainability performance	5.2 Explain the concept of lifecycle thinking, its benefits and challenges, and illustrate its application in decision-making 5.3 Explain the different roles **people** play in delivering sustainable outcomes, and their interactions 5.4 Describe the tools, techniques, systems and/or practices used by organisations to manage compliance and non-compliance 5.5 Describe the role **verification and assurance** plays in improving sustainability performance
Innovative & Leading Practices	
6. Explain the role of innovation and other leading practices in developing sustainable products and services and providing sustainable solutions	6.1 Explain how innovation and leading practices can be used to develop sustainable products and services and provide sustainable solutions 6.2 Explain innovation and how the principles of innovation can be applied in any given context

Socio-Economic Pathway

Learning outcome	Assessment criteria
Fundamental Socio-Economic Issues and Principles	
3. Explain socio-economic principles and their relationship with organisations, products and services	3.1 Explain the importance of tackling global inequalities, a **social protection floor** and their impact on your organisation 3.2 Explain the impact of human interventions on social systems, cultural practices, community cohesion and individuals 3.3 Describe the social and physical determinants of health
Policy, Regulation & Legislation	
4. Explain major policy and legislation and their implications for organisations, products and services	4.1 Explain how sustainability issues link to policy 4.2 Outline the main **types of law** and the relationship between international, national and sub-national law 4.3 Describe key **policy instruments** in place and how they are used to achieve sustainable change 4.4 Explain key socio-economic **principles** and how they have been applied within policies 4.5 Explain key socio-economic **legislation**

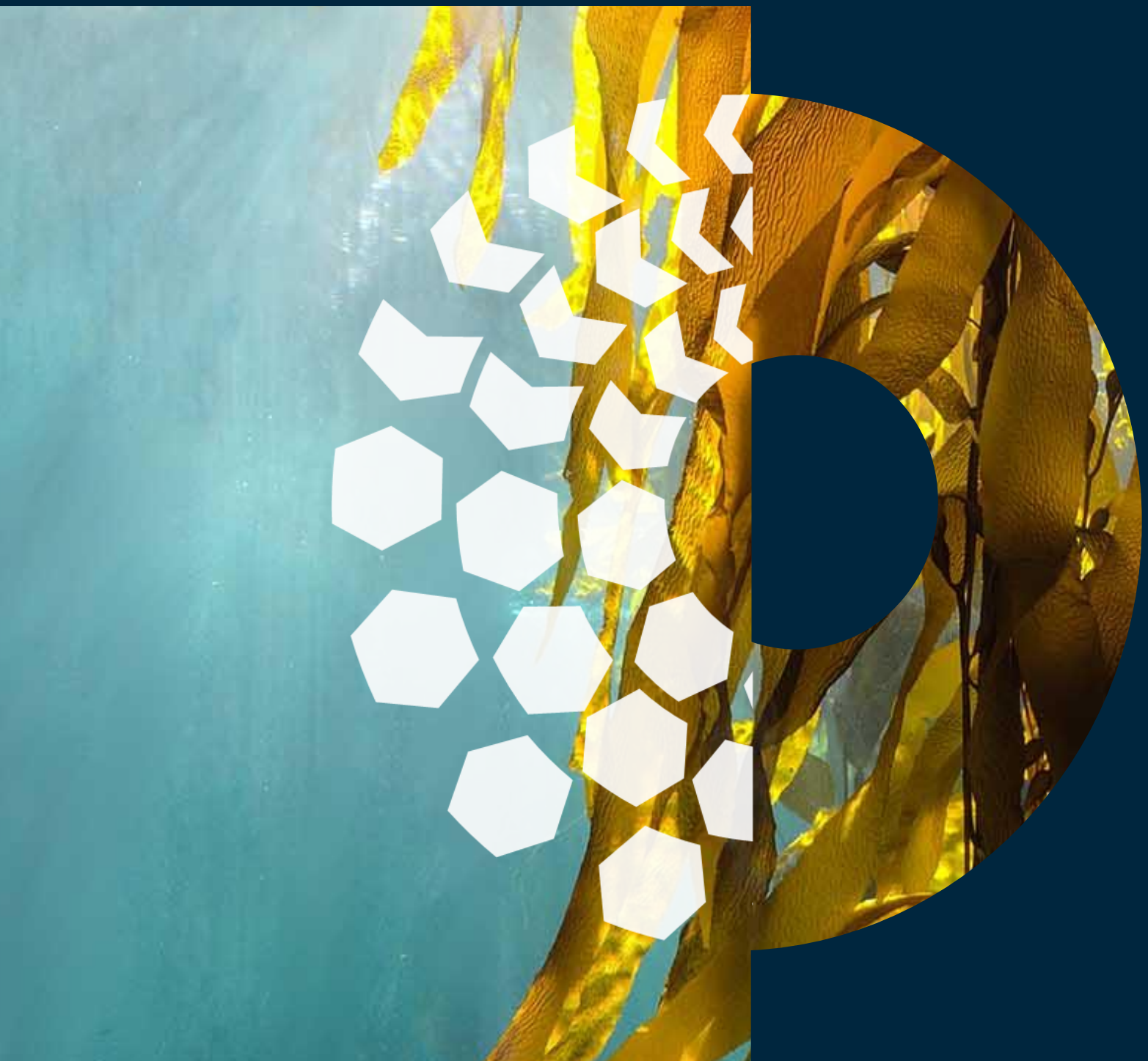
	4.6 Outline the role of **regulators** and **penalties** for non-compliance 4.7 Identify relevant stakeholders that influence socio-economic issues and policy development, and explain their roles 4.8 Explain the benefits and opportunities organisations can achieve in moving beyond compliance
Management & Assessment Tools	
5. Explain major and relevant tools, techniques, systems and practices, their application and how they can be used to develop sustainable products and services and improve sustainability performance	5.1 Explain the **application** of major **socio-economic management tools**, techniques, systems and practices, their advantages and disadvantages 5.2 Explain the concept of lifecycle thinking, its benefits and challenges, and illustrate its application in decision-making 5.3 Explain the different roles **people** play in delivering sustainable outcomes, and their interactions 5.4 Describe the tools, techniques, systems and/or practices used by organisations to manage compliance and non-compliance 5.5 Describe the role **verification and assurance** plays in improving sustainability performance
Innovative & Leading Practices	
6. Explain the role of innovation and other leading practices in developing sustainable products and services and providing sustainable solutions	6.1 Explain how innovation and other leading practices can be used to develop sustainable products and services and provide sustainable solutions 6.2 Explain innovation and how the principles of innovation can be applied in any given context

Knowledge of Skills

Learning outcome	Assessment criteria
Analytical Thinking	
7. Collect data, perform analysis, and evaluate information	7.1 Identify relevant sources of **data** and describe techniques used to collect, process, and store accurate data 7.2 Explain the importance of relevant and accurate data

	7.3 Describe how to analyse and interpret data/information to draw appropriate conclusions and make practical recommendations that improve sustainability performance 7.4 Describe methods to monitor a programme to improve sustainability performance
Problem Reframing & Resolution	
8. Research and plan to provide innovative solutions	8.1 Identify the benefits of research, planning and keeping up-to-date with innovations to provide sustainable solutions
Effective Communication	
9. Deliver effective communication and capture feedback	9.1 Explain the role effective communication plays in achieving sustainable outcomes 9.2 Identify a range of **internal and external stakeholders** 9.3 Identify different communication methods that provide information and capture feedback 9.4 Describe the differences between informing, consulting and engaging
Relationship Development	
10. Engage with stakeholders	10.1 Identify the benefits of collaboration and cooperation in responding to sustainability challenges, particularly when facing the same issues
Resilience, Risk & Continual Improvement	
11. Outline tools and techniques that identify opportunities and risks	11.1 Outline tools and techniques that can be used to identify and understand **risks and opportunities** 11.2 Determine the nature of risks related to sustainability challenges
Delivering Sustainable Solutions	
12. Identify and propose ways to improve performance	12.1 Outline how a long-term vision for sustainability, with milestones and targets, can improve sustainability performance 12.2 Identify key project management techniques that, when used, can deliver sustainable outcomes 12.3 Outline how a financial return on investment and wider benefits can create a business case for sustainability

	12.4 Outline how contracting and procurement can be a vital component of improving sustainability performance
Leadership for Change	
13. Support change and transformation to improve sustainability	13.1 Outline the principles of change management



3 Practitioner Membership Standard

Introduction

There are 13 Learning Outcomes covered within the Practitioner membership standard which align to the operational level of the ISEP Skills Map. These are split into the areas of core knowledge, technical knowledge and skills.

The technical knowledge section is split into environment and socio-economic. Those who wish to take the environment exam related to this standard will be assessed on only the environment-related Learning Outcomes but those who wish to take the sustainability exam will be assessed on the environment and socio-economic-related Learning Outcomes.

As a general guide, the recommended study time is 120 hours to ensure coverage of these Learning Outcomes. However, as every learner has a different background and learning style, please use as much time as required to feel confident in meeting the Practitioner standard.

Learning Outcomes

The 13 Learning Outcomes are listed below:

Core Knowledge

1. Explain the implications of global trends for the environment, for society, for the economy and for organisations
2. Explain sustainable business/governance models, their underlying principles and their relationship with organisations, products and services

Technical Knowledge

3. Explain environmental / socio-economic principles and their relationship with organisations, products and services
4. Explain major policy and legislation and their implications for organisations, products and services
5. Explain major and relevant tools, techniques, systems and practices, their application and how they can be used to develop sustainable products and services and improve sustainability performance
6. Explain the role of innovation and other leading practices in developing sustainable products and services and providing sustainable solutions

Skills

7. Collect and critically analyse data, and report information that informs decision making
8. Identify problems and assess opportunities that deliver innovative and sustainable products and services
9. Determine, implement and measure methods of effective communication
10. Engage in two way communication with stakeholders
11. Apply or implement tools, techniques, systems and practices that identify opportunities and risks
12. Deliver projects and programmes that achieve performance improvement
13. Implement change and transformation

Command Words

A number of Command Words are used within the Learning Outcomes and associated Assessment Criteria to help learners understand the level of detail required. These include:

Identify/Recognise: Stating the name or identifying the characteristics/main point of something. Normally a name, word or phrase will be sufficient, provided the reference is clear.

Outline: Stating the most important features of something. Equivalent to a thin description but involves more than simply listing.

Describe: Providing a thorough description and enough detail about an item for a learner to have a clear picture of it.

Explain: Providing a detailed response (definition and explanation). 'Explain' may involve giving reasons for something, linking causes and effects, drawing parallels, pointing to relationships or showing how theory can be applied.

Assess/Analyse: Subject something to critical analysis in order to make a judgement about its value, use, suitability, integrity or accuracy.

Interpret: Interpret a set of data by describing the main trends, highlighting any anomalies, then providing an explanation of the data based on knowledge and understanding of the particular subject area.

Monitor: Observe and check the progress or quality of (something) over a period of time; keep under systematic review. Demonstrate/Show: Provide a practical exhibition and explanation of how a skill, task, tool, technique or system is performed. Apply/Implement: Carry out or put into practice a specific skill, task, tool, technique or system.

Deliver: Produce the promised, desired, or expected results.

Challenge: To question the validity of something e.g. a practice, behaviour, system or rule

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Practitioner Membership Standard in Detail

Core Knowledge

Learning outcome	Assessment criteria	Prescribed content
Fundamentals of Sustainability		
1. Explain the implications of global trends for the environment, for society, for the economy and for organisations and the role of an Environment/Sustainability practitioner in overcoming these challenges	1.1 Explain the global **mega-trends** driving the need to transform the world to sustainability 1.2 Explain the concept of **sustainable development** 1.3 Explain how the UN's Sustainable Development Goals provide a framework for action 1.4 Describe the five **sustainable capitals** and the dependencies between them 1.5 Explain how **environmental limits** and the equalities agenda are fundamental to maintaining economic growth and sustainable capital 1.6 Explain how current economic activity regularly creates unintended environmental and social consequences, locally and globally 1.7 Describe the role of an Environment/Sustainability practitioner and how this requires the application of **sustainability skills** to overcome internal and external challenges	**Mega-Trends**: Climate Change (GHG and climate consequences), population, global middle-class, urbanisation, pivot to Asia-Pacific market, resource scarcity, biodiversity loss. **Sustainable Development**: Brundtland definition; triple bottom line (environment, society and economy). **Sustainable Capitals**: Natural, Social, Human, Financial and Manufactured/Built. **Environmental Limits**: Planetary boundaries concept (Stockholm Institute). **Sustainability Skills**: ISEP Skills Map (overview of all the various skills required and introduction to module 3 where skills will be explored in further detail).

Fundamental Business and Governance Principles and Issues		
2. Explain sustainable business/governance models, their underlying principles and their relationship with organisations, products and services	2.1 Describe the role of ethics in individual and organisation decision-making 2.2 Explain the importance of accountability, equalities (incl. gender equality), inclusivity, integrity, stewardship, transparency, cultural context and engagement 2.3 Explain the importance of **corporate responsibility, corporate sustainability and sustainable business** 2.4 Describe the differences between balancing and **resolving** interactions between social, environmental and economic issues in the context of sustainable development 2.5 Explain the concept of **safe operating space** and to what extent they can impact an organisation 2.6 Describe **sustainable business models** that will help drive the transition to a sustainable economy	**Corporate Responsibility, Corporate Sustainability and Sustainable Business**: ISEP-GACSO lexicon definition. **Resolving**: Finding a complete solution, rather than accepting impacts in one area are offset by benefits elsewhere. **Safe Operating Space**: Rockstrom, Raworth. **Sustainable Business Models**: Doughnut economics, green economy, blue economy, circular economy.

Technical Knowledge

This section is split into **environmental** and **socio-economic** pathways.

Those who wish to take the environment exam related to this standard will be assessed on only the environment-related Learning Outcomes but those who wish to take the sustainability exam will be assessed on the environment and socio-economic-related Learning Outcomes.

Environment Pathway

Learning outcome	Assessment criteria	Prescribed content
Fundamental Environmental Issues and Principles		
3. Explain environmental principles and their relationship with organisations, products and services	3.1 Explain the importance of natural cycles, ecological systems, ecosystem services and environmental limits and their impact on your organisation 3.2 Explain the impact of human interventions on natural ecological systems, habitats, species and individuals 3.3 Describe pollution sources, pathways and receptors	Natural Cycles: Carbon, Nitrogen, Phosphorus and Water. Ecological Systems: Plants and animals and their interactions with non-living components including energy. Ecosystem Services: Supporting, Provisioning, Regulating and Cultural Environmental Limits: Planetary boundaries concept (Stockholm Institute). Pollution Sources, Pathways and Receptors: Including the concept of pollution linkages.
Policy, Regulation & Legislation		
4. Explain major policy and legislation and their implications for organisations, products and services	4.1 Explain how sustainability issues link to policy 4.2 Outline the main types of law and the relationship between international, national and sub-national law 4.3 Describe key policy instruments in place and how they are used to achieve sustainable change	Types of Law: Common, Statute, Civil and Criminal law (in jurisdictions where they exist) Policy Instruments: Fiscal, legislative, market and voluntary instruments.

	4.4 Explain key environmental **principles** and how they have been applied within policies 4.5 Explain key **environmental legislation** 4.6 Outline the role of **environmental regulators** and **penalties** for non-compliance 4.7 Identify relevant stakeholders that influence environmental issues and policy development 4.8 Explain the benefits and opportunities organisations can achieve in moving beyond compliance	**Principles** of environmental policy: Polluter Pays, Precautionary Principle, Best Available Technique, Hierarchy Approach, Producer Responsibility, Lifecycle Thinking. **Environmental Legislation**: Legislation in relation to natural environment, air, water, land, energy, waste, resources, climate change, planning and producer responsibility. **Environmental Regulators**: National regulators appropriate to country or region of operation/activity (in jurisdictions where they exist). **Penalties**: Civil and criminal sanctions (in jurisdictions where they exist).
Management & Assessment Tools		
5. Explain major and relevant tools, techniques, systems and practices, their application and how they can be used to develop sustainable products and services and improve sustainability performance	5.1 Explain the **application** of major **environmental management tools**, techniques, systems and practices, their advantages and disadvantages 5.2 Explain the concept of lifecycle thinking, its benefits and challenges 5.3 Explain the different roles **people** play in delivering sustainable outcomes 5.4 Describe the tools, techniques, systems and/or practices used by organisations to manage compliance and non-compliance 5.5 Describe the role **verification and assurance** plays in improving sustainability performance	**Application**: purpose, stages in the process of implementation, relevant standards and guidelines. **Environmental Management Tools**: Focus within this course should be on Environmental Management Systems (EMS) and Audit (energy, environment). Brief coverage of the following: Environmental Management Plans (EMP), Impact Assessment (EIA, SEA, EcIA), Lifecycle Thinking (LCA, footprinting, hotspot analysis), Corporate Reporting. **People**: Sustainability profession, leaders (organisational), wider professions, everyone. **Verification and Assurance**: Including accounting principles 'materiality, responsiveness and

		completeness'.
Innovative & Leading Practices		
6. Explain the role of innovation and other leading practices in developing sustainable products and services and providing sustainable solutions	6.1 Explain how innovation and other leading practices can be used to develop sustainable products and services and provide sustainable solutions 6.2 Explain innovation and how the principles of innovation can be applied in any given context	It is expected that a variety of case studies are provided from different sectors, e.g. energy, transport, manufacturing, the built environment and agriculture.

Socio-Economic Pathway

Learning outcome	Assessment criteria	Prescribed content
Fundamental Socio-Economic Issues and Principles		
3. Explain socio-economic principles and their relationship with organisations, products and services	3.1 Explain the importance of the need to tackle global inequalities, a **social protection floor** and their impact on your organisation 3.2 Explain the impact of human interventions on social systems, cultural practices, community cohesion and individuals 3.3 Describe the social and physical determinants of health	**Social Protection Floor:** access to essential health care (including maternity care), basic income security for children, persons unable to work and older persons.
Policy, Regulation & Legislation		
4. Explain major policy and legislation and their implications for organisations, products and services	4.1 Explain how sustainability issues link to policy 4.2 Outline the main **types of law** and the relationship between international, national and sub-national law 4.3 Describe key **policy instruments** in place and how they are used to achieve sustainable change 4.4 Explain key socio-economic **principles** and how they have been applied within policies	**Types of Law:** Common, Statute, Civil and Criminal law (in jurisdictions where they exist). **Policy Instruments:** Fiscal, legislative, market and voluntary instruments. **Principles** of socio-economic policy: People Centred, responsive and participatory, multi-level, conducted in partnership, sustainable, dynamic.

	4.5 Explain key **legislation** 4.6 Outline the role of **regulators** and **penalties** for non-compliance 4.7 Identify relevant stakeholders that influence socio-economic issues and policy development 4.8 Explain the benefits and opportunities organisations can achieve in moving beyond compliance	**Social Legislation**: Legislation in relation to human rights, equality, gender, labour rights, health and safety, inclusivity, diversity, engagement, healthcare, income security, and wellbeing. **Regulators**: National regulators appropriate to country or region of operation/activity (in jurisdictions where they exist). **Penalties**: Civil and criminal sanctions (in jurisdictions where they exist).
Management & Assessment Tools		
5. Explain major and relevant tools, techniques, systems and practices, their application and how they can be used to develop sustainable products and services and improve sustainability performance	5.1 Explain the **application** of major **socio-economic management tools**, techniques, systems and practices, their advantages and disadvantages 5.2 Explain the concept of lifecycle thinking, its benefits and challenges 5.3 Explain the different roles **people** play in delivering sustainable outcomes 5.4 Describe the tools, techniques, systems and/or practices used by organisations to manage compliance and non-compliance 5.5 Describe the role **verification and assurance** plays in improving sustainability performance	**Application**: purpose, stages in the process of implementation, relevant standards and guidelines. **Socio-Economic Management Tools**: Impact Assessment (Social, Health, Human Rights), Socio-Economic Surveys, Stakeholder Engagement, Auditing (labour, human rights), Corporate Reporting. **People**: Sustainability profession, leaders (organisational), wider professions, everyone. **Verification and Assurance**: Including accounting principles 'materiality, responsiveness and completeness'.
Innovative & Leading Practices		
6. Explain the role of innovation and other leading practices in developing sustainable products and services and providing sustainable solutions	6.1 Explain how innovation and other leading practices can be used to develop sustainable products and services and provide sustainable solutions	

	6.2 Explain innovation and how the principles of innovation can be applied in any given context	

Skills

Learning outcome	Assessment criteria	Prescribed content
Analytical Thinking		
7. Collect and critically analyse data, and report information that informs decision making	7.1 Identify relevant sources of data and describe techniques used to collect, process, and store accurate data 7.2 Explain the importance of relevant and accurate data 7.3 Analyse and interpret data/information to draw appropriate conclusions and make practical recommendations that improve sustainability performance 7.4 Monitor a programme to improve sustainability performance using appropriate methods	Data: Absolute and Normalised data, Qualitative and Quantitative data
Problem Reframing & Resolution		
8. Identify problems and assess opportunities that deliver innovative and sustainable products and services	8.1 Identify the benefits of research, planning and keeping up-to-date with innovations to provide sustainable solutions 8.2 Identify challenges to sustainability and reframe them as opportunities	Innovations: Academic research, developments by competitors, other sectors and wider stakeholders, new business models
Effective Communication		
9. Determine, implement and measure methods of effective communication	9.1 Explain the role effective communication plays in achieving sustainable outcomes 9.2 Identify the interests and viewpoints of relevant internal and external stakeholders	Internal Stakeholders: Leadership Team, Operations, Finance, Other Specific Departments, All Staff

	9.3 Explain how communication methods need to be adapted to ensure meaningful engagement 9.4 Demonstrate effective use of communication skills and understand how communication methods can facilitate improved performance 9.5 Describe the differences between informing, consulting and engaging	**External Stakeholders:** Partners, Clients, Customers, Suppliers, Shareholders, Regulators, Local Community
Relationship Development		
10. Identify and engage in two way communication with stakeholders	10.1 Identify the benefits of collaboration and cooperation in responding to sustainability challenges, particularly when facing the same issues 10.2 Work collaboratively in teams and across **broader structures** and networks 10.3 Use a positive, proactive and resourceful approach to delivering tasks and working with others	**Broader Structures:** Different functions in the same organisation; value chain, sectoral and cross-sector, between different countries
Resilience, Risk & Continual Improvement		
11. Apply or implement tools, techniques, systems and practices that identify opportunities and risks	11.1 Demonstrate selection and use of appropriate tools, techniques and systems to identify **risks and opportunities** 11.2 Show how identifying and tackling risks to the delivery of products and services can achieve resilience in a changing and dynamic world	**Risks and Opportunities:** At an operational and organisational level, risks and opportunities to the environment, risks and opportunities presented by a changing environment
Delivering Sustainable Solutions		
12. Deliver projects and programmes that achieve performance improvement	12.1 Describe how a long-term vision for sustainability, with milestones and targets, facilitates delivery of sustainable products and services 12.2 Demonstrate use of key project management techniques that have delivered sustainable outcomes	

	12.3 Demonstrate how a financial return on investment and wider benefits create a business case for sustainability 12.4 Demonstrate how contracting and procurement is a vital component of improving sustainability performance	
Leadership for Change		
13. Implement transformational change	13.1 Demonstrate knowledge of change management principles 13.2 Explain how organisational culture contributes to improved sustainability performance 13.3 Identify common barriers to creating positive sustainability cultures 13.4 Challenge unsustainable business behaviours	

4
Full Membership Standard

Introduction

There are 13 competencies covered within the Full Membership Standard which align to the Managerial level of the ISEP Skills Map. These are split into the areas of core knowledge, technical knowledge and skills. The technical knowledge section is split into environment and social and economic. Those who are applying for Full Membership and Chartered Environmentalist will need to demonstrate a depth of knowledge from the environment context. Those who are applying only for Full Membership can demonstrate the technical knowledge more broadly across the environment and socio-economic knowledge areas in a way that is relevant to your experience.

Competencies

The 13 Full Membership Competencies are listed below. Additional detail on the sorts of things Full Members are likely to be doing to demonstrate the competencies is provided in the table in Appendix A.

Core Knowledge

1. Explain the implications of global trends for the environment, for society, for the economy and for organisations
2. Explain common sustainable business/governance models, their underlying principles, and their relationship with organisations, products and services

Technical Knowledge

3. Demonstrate understanding of environmental or socio-economic principles and their relationship with organisations, products and services
4. Evaluate major policy and legislation in your field, describe their implications for organisations, products and services
5. Identify major and relevant tools, techniques, systems and practices that drive development of sustainable products and services, and to create sustainable businesses
6. Understand the role of innovation in creating sustainable solutions and developing sustainable products and services

Skills for Sustainable Leadership

7. Synthesise information and use data to support the strategic decision making process
8. Develop and deliver innovative and sustainable products and services
9. Engage stakeholders to adopt improved sustainable practice and performance
10. Build collaborative networks and relationships to advance sustainability
11. Improve resilience through continual improvement, by managing risks, and by maximising opportunities
12. Manage a suite of programmes and projects that achieve performance improvement
13. Lead a process of change and transformation

Full Membership Standard in Detail

Core Knowledge

Competence	Guidance
Fundamentals of Sustainability	
1. Explain the implications of global trends for the environment, for society, for the economy and for organisations	The Full Member will be able to demonstrate understanding of: 1.1 Global **mega-trends** driving the need to transform the world to sustainability 1.2 The UN's **Sustainable Development Goals** and how they create a framework for action 1.3 The way **environmental limits** and the equalities agenda maintaining economic growth and creation of sustainable capital 1.4 The five **sustainable capitals** and their interdependencies between them 1.5 The ways current economic activity can produce unintended environmental and social consequences from the local actions and global consequences 1.6 The need for **sustainability skills** and how they can overcome internal and external challenges in pursuit of sustainable outcomes 1.7 How ongoing review and innovation at an individual and organisation level maintains progress towards the goal of sustainability 1.8 Explaining how a lifecycle perspective and a collaborative approach can address unsustainable practices 1.9 The challenges in balancing interactions between social, environmental and economic factors in the context of sustainable development

Fundamental Business and Governance Principles and Issues	
2. Explain common sustainable business/governance models, their underlying principles, and their relationship with organisations, products and services	The Full Member will be able to demonstrate understanding of: 2.1 Sustainable business behaviours and models, with examples of how they are driving the transition to a sustainable economy 2.2 Sustainable business practices and how organisations benefit in moving toward net, or net positive performance 2.3 The importance of **safe operating space** in relation to social protection floor and environmental limits, and to what extent they impact on organisations 2.4 Ethics and how they influence individual and organisational decision making 2.5 Concepts such as corporate responsibility, corporate sustainability and sustainable business, how they vary in application and practice

Technical Knowledge

Competence	Guidance
Issues & Principles	
3. Demonstrate understanding of **environmental** or **socio-economic** principles and their relationship with organisations, products and services	The Full Member will demonstrate knowledge and understanding relevant to their professional context, examples of which include: 3.1 The importance of natural cycles, ecological systems and environmental limits and their influence on their organisation, its products and services 3.2 The impact of human interventions upon natural ecological systems, habitats species and individuals 3.3 How taking a socio-economic approach to problem solving can create or offer opportunities for improved and more sustainable products and services 3.4 The importance of equality (incl: gender equality), inclusivity, cultural context and engagement in their role

Policy, Regulation & Legislation	
4. Evaluate major policy and legislation in your field, describe their implications for organisations, products and services	The Full Member will demonstrate knowledge and understanding relevant to their professional context, examples of which include: 4.1 Key trends in regulatory and policy landscape, their sector and how they either hinder or enhance delivery of sustainable products and services 4.2 How key policy and regulatory issues link to national and international sustainability issues 4.3 The role particular stakeholders play in influencing issues and development of policy
Management & Assessment Tools	
5. Identify major and relevant tools, techniques, systems and practices that drive development of sustainable products and services, and to create sustainable businesses	The Full Member will demonstrate knowledge and understanding relevant to their professional context, examples of which include: 5.1 Tools relevant to their field to work, outlining their advantages and disadvantages, and explain how they facilitate improved sustainable outcomes 5.2 How relevant tools, techniques, systems and practices are applied to manage sustainability across the value chain 5.3 Lifecycle thinking, its benefits and challenges, and its application in decision making 5.4 The roles different people play in producing or delivering sustainable products and services, and their interactions 5.5 The role of review and audit in driving improved sustainability performance of products and services
Innovative & Leading Practices	
6. Understand the role of innovation in creating sustainable solutions and developing sustainable products and services	The Full Member will demonstrate knowledge and understanding relevant to their professional context, examples of which include: 6.1 Innovation in their field and the way it supports the development of sustainable products and services 6.2 Success factors in innovation and how they can be replicated in a relevant context

Skills for Sustainable Leadership

Competence	Guidance
Analytical Thinking	
7. Synthesise information and use data to support the strategic decision making process	The Full Member will show competence relevant to their professional context, examples of which include: 7.1 Analysing information to obtain understanding and insight 7.2 Using information and knowledge to propose and support strategic decisions 7.3 Adapting information and knowledge for different audiences
Problem Reframing & Resolution	
8. Develop and deliver innovative and sustainable products and services	The Full Member will show competence relevant to their professional context, examples of which include: 8.1 Identifying short, medium and long term trends, threats and challenges to achieving sustainability 8.2 Creating and prioritising opportunities to create more sustainable products and services 8.3 Reframing complex problems to help identify innovative solutions 8.4 Taking action to develop and implement solutions to problems
Effective Communication	
9. Engage stakeholders to adopt improved sustainable practice and performance	The Full Member will show competence relevant to their professional context, examples of which include: 9.1 Communicating positive sustainability practices 9.2 Presenting in ways appropriate to the audience 9.3 Understanding the viewpoints and interests of stakeholders and using that insight to communicate and promote sustainable practices appropriately

Relationship Development	
10. Build collaborative networks and relationships to advance sustainability	The Full Member will show competence relevant to their professional context, examples of which include: 10.1 Identifying stakeholder needs and expectations, and responding accordingly, to deliver improved and sustainable practice, products and services 10.2 Building and maintaining the relationships needed for collaboration and cooperation 10.3 Enabling and facilitating networks within and beyond organisations, leveraging the skills and expertise needed to deliver sustainable products and services
Resilience, Risk & Continual Improvement	
11. Improve resilience through continual improvement, by managing risks, and by maximising opportunities	The Full Member will show competence relevant to their professional context, examples of which include: 11.1 Adopting a whole life cycle approach in the application of tools, techniques and systems 11.2 Identifying barriers to the delivery of strategy, and putting steps in place to overcome them 11.3 Using systems thinking to maximise sustainability benefits and opportunities, and to either minimise or mitigate negative impacts 11.4 Using tools, techniques, systems and practices to drive continual improvement
Delivering Sustainable Solutions	
12. Manage and deliver a suite of programmes and projects that achieve performance improvement	The Full Member will show competence relevant to their professional context, examples of which include: 12.1 Delivering and translating a vision for sustainability into a range of projects, programmes and processes that deliver sustainable products and services 12.2 Applying performance management techniques to monitor delivery of a vision for sustainability 12.3 Making the business case for sustainability, demonstrating positive financial, social, and environment al return on investment 12.4 Using contracting and procurement as a component of sustainable production and consumption

Leadership for Change	
13. Lead a process of change and transformation	The Full Member will show competence relevant to their professional context, examples of which include: 13.1 Demonstrating use and application of change management principles 13.2 Educating, influencing and challenging organisational culture to improve sustainability performance 13.3 Adjusting existing business models, or adopting new ones to innovate and deliver better products or services 13.4 Leading teams and managing people effectively to produce more sustainable outcomes

5
Fellow Membership Standard

Introduction

There are 13 competencies covered within the Fellow Membership Standard which align to the Leadership level of the ISEP Skills Map. These are split into the areas of core knowledge, technical knowledge and skills.

Core Knowledge

1. Identify and evaluate the implications of global trends for the environment, for society, for the economy and for organisations
2. Explain common sustainable business/governance models, their underlying principles, and their relationship with organisations, products and services

Technical Knowledge

3. Identify future issues and challenges for a sustainable economy and evaluate their implications for organisations, products and services
4. Evaluate the impact of relevant political, policy and legislative trends and discuss their implications for strategic decision making
5. Understand appropriate management and assessment tools and their use in achieving positive change
6. Achieving transformation and sustainable change

Skills for Sustainable Leadership

7. Identify future trends, opportunities and manage risks
8. Lead and inspire organisations to deliver innovative and sustainable products and services
9. Inspire and motivate stakeholders to take greater levels of accountability, adopt transformational sustainable practices, and increase transparency
10. Lead and inspire collaboration and cooperation to deliver sustainable innovation
11. Deliver resilience in a changing and dynamic world by managing risks and continual improvement
12. Embed sustainability and life cycle approaches to business practice to improve the sustainability of products and services
13. Create a vision for strategic change and innovation, challenge current thinking or move the sector forward

Fellow Membership Standard in Detail

Core Knowledge

Competence	Criteria
Fundamentals of Sustainability	
1. Identify and evaluate the implications of global trends for the environment, for society, for the economy and for organisations	1.1 Use the framework provided by the UN's Sustainable Development Goals to identify and discuss global trends and challenges 1.2 Demonstrate up-to-date knowledge and understanding in the field of environment and sustainability
Principles & Issues of Business Governance	
2. Explain common sustainable business/governance models, their underlying principles, and their relationship with organisations, products and services	2.1 Provide examples in their field where business/governance models and practice has evolved, changed or created to improve sustainability

Technical Knowledge

Competence	Criteria
Issues & Principles	
3. Identify future issues and challenges for a sustainable economy, and evaluate their implications for organisations, products and services	3.1 Identify policy and legal trends and demonstrate an understanding of their impact on organisations, products and services

Policy, Regulation & Legislation	
4. Evaluate the impact of relevant political, policy and legislative trends and discuss their implications for strategic decision making	4.1 Discuss trends in policy and legislation, and demonstrate an understanding of their impact on strategic decision making and on business operations
Management & Assessment Tools	
5. Understand appropriate management and assessment tools and their use in achieving positive change	5.1 Discuss a range of management tools and their application in achieving change
Innovative & Leading Practices	
6. Achieving transformational and sustainable change	6.1 Provide examples of situations where innovative thinking, and managing risk, has led to transformational and sustainable change

Skills for Sustainable Leadership

Competence	Indicative Criteria	Assessment Key Words
Analytical Thinking		
7. Identify future trends, opportunities, and manage risks	7.1 Provide examples where trends have been identified or extrapolated to identify opportunities	• Data analysis • Critical analysis
Problem Reframing & Resolution		
8. Lead and inspire organisations to deliver innovative and sustainable products and services	8.1 Evidence situations and achievements where leadership and innovative thinking have led to innovations or improvements in the sustainability of products or services	• Negotiation • Decision making • Problem solving • Persuasion

Effective Communication		
9. Inspire and motivate stakeholders to take greater levels of accountability, adopt transformational sustainable practices, and increase transparency	9.1 Provide examples where they have used communication skills effectively	• Facilitation • Message development • Presentation and delivery • Communication
Relationship Development		
10. Lead and inspire collaboration and cooperation to deliver sustainable innovation	10.1 Provide examples where they have created, used, or brought together networks that, through collaboration, have resulted in new methods, products, services or delivery	• Stakeholder management • Structured conversations • Building and maintaining relationships
Resilience, Risk & Continual Improvement		
11. Deliver resilience in a changing and dynamic world by managing risks and continual improvement	11.1 Evidence achievement in creating an environment in which innovation and systems thinking has delivered improvement and resilience across the value chain	• Resilience • Systems thinking
Delivering Sustainable Solutions		
12. Embed sustainability and life cycle approaches business practice to improve sustainability of products and services	12.1 Provide examples where the sustainability of products and services has improved by embedding and mainstreaming sustainability into business practice	• Create the business case • Programme management • Project planning • Project monitoring and control
Leadership for Change		
13. Create a vision for strategic change and innovation, challenge current thinking or move the sector forward	13.1 Present a compelling case or vision for sustainable management practices, showing passion and commitment, and which either positively challenges the sector, or has moved the sector forward	• Leadership • Managing people through change • Influence • Team management • People management