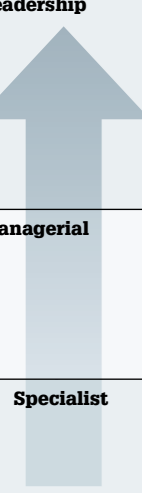


| | Knowledge and understanding | | | | | Analytical thinking | | Communication | | Sustainable practice | | | Leadership for change | | |
|--|--|---|--|--|---|---|--|--|---|--|---|--|--|--|--|
| Competency | Fundamental environmental and sustainability principles | Environmental policy issues | Environmental management and assessment tools | Environmental legislation | Business management | Analyse, interpret and report data and information | Develop sustainable solutions | Implement effective communication | Engage stakeholders (internal and external) | Implement sustainable thinking | Deliver environmental improvement | Managing business resilience | Lead change | Influence behaviour | |
|  | Leadership | Understand environmental processes and limits and their impact on the sustainability of organisations | Understand environmental policy issues and their impact on strategic decision making | Understand how environmental management and assessment tools can be used to deliver improvement across the value chain | Understand policy instruments and the regulatory framework and their relationship to organisational strategy and operations | Understand business and commercial tools and the influence they have on organisational strategy and effectiveness | Specify data and information systems to support strategic decision making | Lead organisations to innovate, envision and develop sustainable solutions | Use communication to drive sustainable business practice | Champion effective stakeholder engagement | Embed sustainable thinking across organisational value chain | Ensure strategic policies and decisions include sustainability and consider whole life-cycle costing | Identify and manage strategic opportunities and risks to improve business resilience | Create a vision for strategic change and innovation to transform organisations | Influence, persuade and challenge others to lead and promote sustainability |
| | Managerial | Explain environmental and sustainability principles and their relationship with organisations | Explain environmental policy trends and developments | Explain environmental management and assessment tools and their application | Evaluate environmental legislative developments and the implications for an organisation | Explain key business and commercial tools | Critically analyse, interpret and report data and information to inform decision making and provide advice | Identify and analyse problems and opportunities to develop and deliver sustainable solutions | Develop and lead the delivery of communication approaches | Identify, engage and respond to stakeholder needs | Develop and encourage innovative ideas that implement whole life-cycle thinking | Manage projects to deliver environmental performance improvement, making a business case | Identify strategic opportunities and risks to improve business resilience | Lead a process of change management, overcoming barriers | Educate, influence, persuade and challenge others to lead and promote sustainability |
| | Specialist | Explain environmental and sustainability principles as they interact with work or study area | Explain environmental policy issues and trends in work or study area | Describe environmental management and assessment tools and their application | Identify, critically review and interpret environmental legislation in work or study area | Explain key business and commercial tools | Collect, analyse, interpret and report information, and/or conduct research to develop sustainable solutions | Research developments in work or study area to develop and propose sustainable solutions | Advise and influence others using effective communication methods | Identify and engage in two-way communication with stakeholders | Use sustainable thinking to lead research, develop or promote new methodologies or policies | Lead projects to deliver environmental performance improvement, making a business case | Explain how a changing environment affects work or study area | Lead a process of change management, overcoming barriers | Demonstrate leadership in work or study area |
| Operational | Understand environmental and sustainability principles and their relationship with organisations | Explain environmental policy issues | Describe environmental management and assessment tools and their application | Explain key environmental legislation and compliance measures | Understand key business and commercial tools | Collect, analyse, and report information and data | Analyse problems and opportunities to deliver sustainable solutions | Implement effective communication methods | Identify and engage in two-way communication with stakeholders | Implement environmental management and/or assessment tools | Develop programmes to deliver environmental performance improvement | Understand how a changing environment creates opportunities and risks for organisations | Implement change to improve sustainability | Influence and persuade others to improve sustainability | |
| Non-graduate/ Graduate entry | Understand environmental and sustainability principles | Understand environmental policy issues | Aware of environmental management and assessment tools | Aware of environmental legislation and know how to assess compliance | Aware of key business and commercial tools | Collect data and undertake analysis and evaluation | Research and plan sustainable solutions | Determine effective communication methods | Engage with stakeholders | Support the implementation of environmental management and/or assessment tools | Propose ways to improve environmental performance | Aware of how a changing environment creates opportunities and risks for organisations | Support change in an organisation | Encourage others to improve sustainability | |