

**SKILLS FRAMEWORK FOR FINANCIAL SERVICES
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Sustainable Finance					
TSC	Sustainability Stewardship Development					
TSC Description	Lead the development of the organisation's stewardship strategy, focus areas, policies and practices, and implement stewardship to achieve organisation's investment and sustainability goals					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			Understand and explain key sustainability stewardship issues and practices relevant to the organisation and organisation's sustainability goals	Analyse key sustainability stewardship approaches and best practices relevant to the organisation and support development and implementation of these practices to achieve organisation's investment and sustainability goals	Lead the development of the organisation's sustainability stewardship strategy, focus areas, policies and practices, and ensure effectiveness of these to achieve organisation's investment and sustainability goals	
Knowledge			<ul style="list-style-type: none"> Objective and purpose of sustainability stewardship with reference to relevant investment approaches Approaches to sustainability stewardship and engagement Sustainability stewardship regulations and best practices Organisation's sustainability goals and the role of stewardship to meet these goals Key global collaborative stewardship platforms Techniques to identify thematic and material sustainability issues across sectors and within organisations that warrant application of stewardship Approaches to supporting customers identify and set targets and metrics on material sustainability issues Key stewardship issues that are relevant to the 	<ul style="list-style-type: none"> Key sustainability knowledge and trends Key Industry sustainability developments across regions Main sustainability-related business codes and agreements Applications of stewardship engagement approaches Techniques to effectively manage sustainability risks and issues through engagement and voting Techniques to conduct shareholder engagement and active ownership with investee companies Techniques of engagement programs Approaches to ensure organisation and or customer's stewardship practices are aligned with regulations and best practices, including those suggested by stewardship platforms 	<ul style="list-style-type: none"> Approaches to determine which stewardship method(s) and when to deploy vis a vis other investment decision for the customers Developments in methodologies to measure longer-term impact of stewardship on sustainability performance of customers Developments in methodologies to reporting outcome-focused stewardship at portfolio or organisational level 	

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			organisations and customers	<ul style="list-style-type: none"> Understand the landscape of sustainability-focused shareholder proposals 		
Abilities			<ul style="list-style-type: none"> Understand key stewardship issues relevant to the organisation and client Support the implementation of organisation sustainability stewardship frameworks and policies Explain key rationale for organisation's sustainability goals and role of stewardship in achieving it Identify material and thematic stewardship issues relevant to the industries and customers 	<ul style="list-style-type: none"> Support development of stewardship approaches for the organisations Monitor customers on their sustainability developments and identify those to apply stewardship Engage and support customer in the development and target setting of sustainability goals and metrics Execute stewardship through voting Monitor and report stewardship progress of customers on meeting sustainability outcomes Support organisation's participation in regional and global stewardship platforms Monitor congruency between stewardship outcomes for customers and organisation's sustainability goals 	<ul style="list-style-type: none"> Develop the organisation's stewardship approach including engagement and voting strategy Develop material and thematic stewardship topics that the organisation should leverage to engage customers in achieving the organisation's sustainability goals Lead communications of organisation's stewardship strategy and practices to customers Track effectiveness of stewardship strategy on customers' sustainability outcomes at portfolio and organisation level Monitor regional and global stewardship policy developments and shape global stewardship methodologies and policy outcomes where possible Lead organisation's participation in regional and global stewardship platforms 	

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Range of Application	<p>Approaches to stewardship and engagement may include, but not limited to:</p> <ul style="list-style-type: none"> • Proxy voting • Shareholder engagement • Disengagement • Active ownership and engagement <p>Stewardship regulations and best practice may include, but not limited to:</p> <ul style="list-style-type: none"> • Singapore Stewardship Code • HK Principles of Responsible Ownership • Australian Asset Owner Stewardship Code • UK Stewardship Code • EU Shareholder Rights Directive • US Stewardship and Governance <p>Key global / collaborative stewardship platforms may include, but not limited to:</p> <ul style="list-style-type: none"> • UN Principles for Responsible Investing (UN PRI) • Climate Action 100+ • International Corporate Governance Network <p>Key stewardship issues relevant to the organisations and customers may include, but not limited to:</p> <ul style="list-style-type: none"> • shareholder resolutions filed at organisation Annual General Meetings <p>Sustainability-related business codes and agreements may include, but not limited to:</p> <ul style="list-style-type: none"> • Equator Principles • Paris Agreement • UN Global Compact <p>Applications of stewardship engagement approaches may include, but not limited to:</p> <ul style="list-style-type: none"> • Collaborative engagements • Options of reaction in non-successful engagements such as escalation, divestment
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