

**Specification of Competency Standards**  
**for the Banking Industry**  
**Unit of Competency**

Functional Area - 10. General Management  
(Key Function – 10.5 Corporate Social Responsibility (CSR) Fulfilment)

Title	Develop and implement Corporate Social Responsibility (CSR) plans and activities
Code	109572L5
Range	Develop the strategies and direction in corporate responsibility. This applies to different kinds of CR programmes including bank-wide programmes and tailored programmes applied only in particular business area with special business objectives.
Level	5
Credit	4 (For Reference Only)
Competency	<p>Performance Requirements</p> <p>1. Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Understand the values of a sound CSR plan by carrying out strategic analysis on global and China CR issues and opportunities so as to make perceptive reports on the findings with recommendations;</li> <li>• Possess the expertise in advising decision making for maximizing profits which is not purely on financial factors but also on direct and indirect social and environmental consequences;</li> <li>• Master the clues on environmental and social performance management for banking and finance operation; hence to integrate these values in the bank's CSR strategies.</li> </ul> <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Develop CR programmes which can extend beyond statutory obligation to comply with legislation and take additional steps to enhance the quality of life of employees, customers, local community and the world at large;</li> <li>• Make decisions in main areas of CSR strategy such as voluntary adaptation of sustainability initiatives, selection of non-financial performance measures to track and report, and definition of stakeholder groups and concerns to address;</li> <li>• Develop objectives of each CSR programmes and design measurement metric in calculating the ROI for selecting the most suitable activity;</li> <li>• Develop sustainable business initiatives and show care on the interests of the community by taking responsibility for the impact of the bank's activities on customers, employees, shareholders, suppliers or vendors and the environment in all aspects in its operations;</li> <li>• Manage and reduce risks of attracting uninvited attention from regulators, media and others at unethical business practices by encouraging implementation of CSR in daily operation.</li> </ul> <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Nurture a sustainable business culture to intensify the CSR concept by giving direction, support and recommendation to business and operation units to integrate the CSR programmes into their operation;</li> <li>• Cultivate a culture which emphasizes corporate responsibility by continuously acquiring expertise on corporate governance, management systems, reporting and transparency.</li> </ul>

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Assessment Criteria	The integral outcome requirements of this UoC are: <ul style="list-style-type: none"><li>• Development of CR programmes. The design of programmes should be based on analysis in the regulatory, social and environmental issues etc. Moreover, illustration of how ROI in both financial and non-financial aspects should be provided;</li><li>• Development of initiatives to promote CR in bank. The initiatives should be tailored to the different awareness and willingness level of employees.</li></ul>
Remark	