



# A4S

## CFO LEADERSHIP NETWORK

### ESSENTIAL GUIDE TO FINANCE CULTURE

Developing a finance culture that is fit for the future

**TOOL 8 – FINANCE SUSTAINABILITY  
COMPETENCIES**



THE PRINCE OF WALES'S  
CHARITABLE FUND





## TOOL 8

### Finance function sustainability competencies

#### PURPOSE

To help understand the skills, knowledge and behaviours necessary for the finance team to succeed in embedding sustainability. The tool provides example sustainability competencies which could be built into or added to your finance competency framework and used as part of your annual performance cycle.

This tool provides examples of sustainability competencies for the finance team which can be used in the following ways:

As performance objectives in annual appraisals for the finance team

As desired qualities in recruiting new finance team members

To be included in your finance function competency framework

To provide resources for finance employees to develop their technical sustainability knowledge



# TOOL 8

## Finance function sustainability competencies

FINANCE FUNCTION	BEHAVIOURAL BASED	KNOWLEDGE BASED	SKILLS BASED
Finance team	<p><b>Think and operate</b> with a long term perspective, focusing on long term value drivers as relevant for a long term time horizon.</p> <p><b>Collaborate</b> with different teams and functions to find innovative solutions for complex sustainability problems.</p> <p><b>Appreciate</b> the advantages of engaging widely with internal and external stakeholders, responding to their needs.</p> <p><b>Possess and inspire</b> a flexible and innovative mindset, adapting easily to different tasks and demands and dealing with uncertainty.</p> <p><b>Challenge</b> the status quo by pushing boundaries in terms of new ways of thinking.</p>	<p><b>Demonstrate</b> how sustainability trends can impact the organization's value creation and destruction.</p> <p><b>Display understanding</b> on relevant sustainability accounting frameworks, guidance and standards (see useful resources below).</p> <p><b>Employ</b> the necessary accounting skills for integrating sustainability considerations into the organization.</p> <p><b>Assess</b> financial implications of relevant sustainability dependencies and drivers in the value chain.</p> <p><b>Apply</b> sustainability and finance knowledge to drive multi capital value creation and protection.</p>	<p><b>Adapt</b> knowledge of sustainability issues, frameworks and guidance into action.</p> <p><b>Communicate</b> extra financial information in a meaningful and understandable way.</p> <p><b>Coach, mentor and train</b> finance colleagues on sustainability.</p> <p><b>Adapt</b> traditional core skills (e.g. risk and control, data management and analysis) for successful integrated accounting and decision making.</p> <p><b>Interpret, apply and communicate</b> sustainability accounting guidance and standards as relevant to inform decisions for the organization.</p> <p><b>Plan and develop</b> long range strategies that successfully accomplish objectives.</p>

### Useful Resources

A4S Essential Guide Series, UN Sustainable Development Goals, Integrated Reporting Framework, Greenhouse Gas Protocol, Natural Capital Protocol, Social and Human Capital Protocol, CDSB Framework, SASB Framework, Recommendations of the TCFD.