

## IST Professional Competency Framework

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## Introduction

As a member of the Institute of Sustainable Trade (IST), you will have opportunities to develop a range of key competencies across the three IST education pillars of **Leadership, Sustainability** and **International Trade**. These competencies are a combination of skills, knowledge and attitudes that will equip you to effectively carry out your own role, build the confidence to grow your career to the next level and lead and inspire your organisations to address future challenges and seize opportunities in a rapidly changing industry.

The competencies described below are not entry requirements for membership of the IST. They are professional and personal competencies that are to be attained and evolved throughout your career. The IST offers a range of CPD and education programmes to support you in achieving these competencies, including the IST professional designation courses, higher education pathways, face-to-face and e-learning courses, webinars and events, and networking and collaboration opportunities.

Each competency is mapped out with indicative behaviours for each of the three membership levels of the IST. Behaviours are cumulative, so members at a higher IST member level are expected to have already developed the indicative behaviours and attributes at all lower levels. Using this framework, you can assess the competency level you should be demonstrating, developing and aspiring towards at every stage of your career.

## Leadership Competencies

Developing leadership competencies is essential at all career stages to progress personally and professionally, and to drive change within your organisation. Leaders bring out the best in themselves, their colleagues and their companies. They motivate, inspire and take ownership for transforming organisations to meet new challenges and opportunities as they arise.

IST members should aspire to develop the following eight leadership competencies at all stages of their careers:

1. **Decision Making and Judgement**
2. **Effective Communication**
3. **Relationship Building**
4. **Integrity**
5. **Personal Development**
6. **Execution and Results**
7. **Change and Transformation**
8. **Innovation and Creativity**

### 1. Decision Making and Judgement

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Actively contributes to strategic decision making across their department and the wider organisation.</li> <li>• Uses critical thinking to assess complex issues and make timely and well-considered judgements and decisions on appropriate actions.</li> <li>• Takes ultimate responsibility for key decisions for their areas of responsibility.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Correctly diagnoses problems and uses reason and good judgement to choose the correct course of action from a choice of possible solutions.</li> <li>• Confers with colleagues and industry peers to inform good judgement and decision making.</li> <li>• Identifies gaps in knowledge and makes informed assumptions to guide timely decision making.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Identifies when decisions require approval or guidance from supervisors or colleagues.</li> <li>• Distinguishes between relevant and irrelevant information to identify the core issue.</li> <li>• Considers the consequences of a decision or action for themselves, their team, their department, and the organisation.</li> </ul>

## 2. Effective Communication

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Shares a compelling vision and builds trust and boosts motivation within their area of responsibility through enthusiastic and authentic communication.</li> <li>• Able to advocate effectively for their department and/or organisation and its vision with internal and external partners, clients, customers and other stakeholders.</li> <li>• Communicates calmly and with tact and diplomacy when dealing with disputes or confrontations.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Remains calm under pressure and can clearly and concisely communicate the fundamentals of a problem and its possible solutions.</li> <li>• Manages relationships with colleagues and external stakeholders through open and tactful communication.</li> <li>• Able to adapt their communication style to the situation, and to diverse audiences, being conscious of factors such as level of seniority, diversity, social norms and language ability.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Speaks with energy and enthusiasm.</li> <li>• Actively listens to others and demonstrates clear understanding and retention of essential information.</li> <li>• Writes clearly and concisely and has the confidence to communicate any issues or concerns they have with their line manager or relevant colleagues.</li> </ul>

## 3. Relationship Building

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Builds enthusiasm and support within their organisation for projects by demonstrating knowledge, credibility and openness to idea sharing and collaboration.</li> <li>• Leverages relationships with external stakeholders to identify strategic opportunities for their organisation.</li> <li>• Able to influence behaviour and negotiate successfully utilising key relationships built over time.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Collaborates effectively across functions within their organisation to identify common goals and potential synergies and fulfils them in a win-win fashion.</li> <li>• Leverages key relationships to gain support for their or their colleagues' ideas for change and improvements within their organisation.</li> <li>• Builds positive relationships with external stakeholders to widen their networking pool and support their organisation's aims and objectives.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Builds strong relationships with colleagues on their team to ensure a positive and collegial working atmosphere.</li> <li>• Builds positive working relationships with colleagues in other functions to ensure smooth cross-departmental practices.</li> </ul>

	<ul style="list-style-type: none"> <li>Builds supportive relationships with key clients, customers and other external stakeholders and responds promptly to queries and requests.</li> </ul>
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#### 4. Integrity

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>Builds strong teams by actively seeking people from diverse backgrounds and with different styles and approaches.</li> <li>Considers the impact of decisions on the organisation, individuals, the community, and the environment and takes appropriate steps to mitigate negative consequences.</li> <li>Addresses problems and conflicts with honesty and fairness and ensures open and transparent communication with all affected parties.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>Values and respects the opinions and contributions of colleagues, peers and stakeholders without prejudice or bias.</li> <li>Builds trust with colleagues and peers by behaving with honesty and transparency in all aspects of professional life.</li> <li>Identifies potential conflicts of interest or unethical behaviour and seeks advice to inform an appropriate response.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>Understands the importance of following policies and procedures and not bending rules for the sake of convenience.</li> <li>Takes responsibility for their own actions and decisions and doesn't seek to blame others for mistakes or poor performance.</li> <li>Is supportive and empathetic of colleagues and peers who face difficulty in their personal or professional lives.</li> </ul>

#### 5. Personal Development

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>Develops agility and flexibility to respond quickly to changing circumstances and emerging industry trends and disruptors.</li> <li>Embraces openness to new ideas and ways of thinking.</li> <li>Adopts a lifelong learning approach to continuous education and self-improvement.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>Engages in industry peer groups and forums to share knowledge and best practice.</li> <li>Uses self-awareness and self-reflection to identify key learnings from their work and education and make changes and improvements.</li> <li>Sets personal and professional goals and regularly checks-in on progress.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>Seeks guidance and support from a supervisor, mentor or from more experienced colleagues and peers.</li> <li>Is open to adapting to more efficient ways of managing work duties and tasks.</li> </ul>

	<ul style="list-style-type: none"> <li>Fosters efficient time management and multi-tasking skills to ensure KPIs and other commitments are met.</li> </ul>
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## 6. Execution and Results

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>Feeds into overall company strategy and develops departmental/organisational SMART goals to support organisational objectives and delegates actions to appropriate team members with the relevant capabilities.</li> <li>Fosters a high-performance culture in their organisation by setting challenging yet achievable performance criteria for their team.</li> <li>Leads by example by completing tasks and meeting objectives on time and to the highest standards.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>Implements improvement measures to improve processes, ensuring changes and improvements are shared with team members and, where appropriate, across departments.</li> <li>Can plan and prioritise critical actions when managing a complex and longer term set of tasks and objectives.</li> <li>Develops resilience to respond positively to setbacks and disappointments.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>Can work on own initiative to complete tasks on time.</li> <li>Maintains focus on critical tasks and ensures the task is fully completed before engaging in less urgent duties.</li> <li>Manages daily and longer-term plans outlining tasks to be completed in a timely and efficient manner.</li> </ul>

## 7. Change and Transformation

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>Challenges convention, identifies low-value activities and advocates for the implementation of higher value activities and more effective processes.</li> <li>Acts as a change agent within their organisation, leading by example by implementing change within their own areas of responsibility.</li> <li>Identifies opportunities and risks involved when implementing organisational change and effectively communicates their vision to the relevant decision makers and stakeholders.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>Actively supports a culture of continuous improvement within their teams, departments and job functions.</li> <li>Demonstrates adaptability and resilience by implementing changes to processes and shifting priorities when required.</li> <li>Keeps informed of latest trends and technologies related to their industry and job function.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>Learns and applies new skills to keep up to date with the changing demands of their job role.</li> <li>Responds with enthusiasm and flexibility when requested to take on new tasks or implement changes.</li> </ul>

	<ul style="list-style-type: none"> <li>Actively seeks out more efficient ways of completing regular tasks and shares knowledge with their peers.</li> </ul>
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## 8. Innovation and Creativity

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>Promotes a culture of continuous improvement, innovation and creativity throughout their team, department and organisation.</li> <li>Actively seeks out new ideas and alternative approaches from a variety of sources including peers, stakeholders, industry publications, networking events, online forums and academia.</li> <li>Willing to take calculated risks to seize long-term opportunities.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>Applies formal methodologies to find creative solutions to problems impacting their department or job function.</li> <li>Applies critical thinking to challenge conventions and generate creative ideas for improving their own performance and to influence improved performance in the teams they belong to. Works collaboratively in cross-functional teams or in industry peer groups dedicated to exploring new ideas and creative side projects.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>Uses their initiative to continuously improve routine tasks and processes.</li> <li>Works collaboratively with their team to analyse and identify the root cause of a problem or obstacle and select the most effective solution.</li> <li>Considers multiple viewpoints and approaches when working on a creative project and seeks guidance and advice from a supervisor, mentor or experienced colleagues throughout the creative process.</li> </ul>



## Sustainability Competencies

Developing sustainability competencies ensures that you will have the appropriate skills, knowledge and attitudes to future-proof your career and help make positive and sustainable change within your working and personal life. To survive and thrive in the coming years and decades, companies of all types and sizes will need to transition to more sustainable and ethical business practices and will require employees who understand the critical issues and can both lead and deliver sustainable transformation.

IST members should aspire to develop the following eight sustainability competencies at all stages of their careers:

1. **Sustainability Literacy**
2. **Personal Transformation**
3. **Sustainable Action**
4. **Sustainability Collaboration and Partnership**
5. **Future Focused**
6. **Systems Thinking**
7. **Problem Solving**
8. **Sustainable Entrepreneurship**

### 1. Sustainability Literacy

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Understands the importance of Environmental, Social and Governance (ESG) criteria in strategic and financial decision making.</li> <li>• Understands the impact of sustainability legislation on their organisation and the risks of non-compliance.</li> <li>• Appreciates the value and importance of communicating their organisation’s sustainable credentials to partners, clients and consumers.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Understands their organisation’s sustainability strategies and their own duties and responsibilities to help achieve them.</li> <li>• Understands the specific sustainability goals and targets that apply to their department or team.</li> <li>• Understands the difference between Scope 1, 2 and 3 and the importance of scope and boundary in determining greenhouse gas emissions.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Is familiar at the concept level with the Sustainable Development Goals, ESG and the main sustainability goals and targets that apply to their organisation.</li> <li>• Understands the basic science of climate change and the urgency for governments, businesses and individuals to lessen their climate impact.</li> </ul>



	<ul style="list-style-type: none"> <li>Understands the circular economy and how it differs to the traditional linear approach.</li> </ul>
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## 2. Personal Transformation

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>Takes a leadership role in influencing sustainable change in their organisation and their community.</li> <li>Assesses the ESG impact of all major business decisions.</li> <li>Takes responsibility for their actions and how they impact on individuals and on the environment.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>Measures their personal carbon footprint and develops a personal carbon reduction plan.</li> <li>Considers the environmental and ethical impact of their purchasing decisions in their personal and professional life.</li> <li>Adopts a global citizenship approach with awareness of their position in the world and respect and compassion for diverse local and global communities.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>Lessens their environmental impact by reducing, reusing and recycling waste.</li> <li>Implements energy saving measures in their personal and professional life.</li> <li>Uses more sustainable modes of transport where possible, including public transport, walking or cycling.</li> </ul>

## 3. Sustainable Action

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>Takes an active role in developing or evolving their organisation's sustainability policy, strategy or targets.</li> <li>Sets ambitious sustainability targets for their department or team and leads by example to motivate colleagues and peers.</li> <li>Adopts sustainable and ethical procurement practices, ensuring compliance with the relevant legislation across all relevant SDGs.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>Feeds into the design and aids the implementation of sustainability targets and strategies in their teams and departments.</li> <li>Assists with determining scope and boundary for their organisation's or department's activities to inform carbon calculation.</li> <li>Calculates emissions for their area of responsibility and provides accurate reports to senior management.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>Implements changes in routine activities in line with their organisation's evolving sustainability policies and targets.</li> </ul>

	<ul style="list-style-type: none"> <li>• Takes personal responsibility for their environmental impact at the workplace, switching off electronic devices when not in use and managing waste appropriately.</li> <li>• Seeks advice or approval where appropriate for decisions and actions which have an environmental impact.</li> </ul>
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#### 4. Sustainability Collaboration and Partnership

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Works collaboratively across all functions to ensure sustainability policies are followed and targets are met.</li> <li>• Engages proactively with buyers, suppliers and partners to ensure supply chain activities are sustainable and ethical.</li> <li>• Engages with business associations and other representative bodies to promote best sustainability practice in their industry.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Collaborates with colleagues and peers in taking specific actions and monitoring progress on achieving their organisation's sustainability targets.</li> <li>• Participates in industry peer groups to share knowledge and best practice on sustainability.</li> <li>• Engages with clients, customers, suppliers and all stakeholders to understand their sustainability needs and desires.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Collaborates with team colleagues to ensure sustainability policies and procedures are followed.</li> <li>• Is familiar with their organisation's sustainability targets and can communicate them to clients and customers.</li> <li>• Seeks guidance and advice from colleagues, line managers and mentors to inform decision making on sustainability issues.</li> </ul>

#### 5. Future Focused

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Proactively plans for the introduction of compliance measures for anticipated sustainability legislation.</li> <li>• Implements avoidance, mitigation and adaptation strategies to lessen the impact of future sustainability-related shocks and disruptors.</li> <li>• Seeks a diverse range of opinions and approaches to provide multiple possible solutions to sustainability challenges.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Develops a mindset that focuses on future sustainability challenges rather than short-term problems alone.</li> <li>• Anticipates how sustainability challenges may impact their role, department and organisation over time.</li> <li>• Critically examines their assumptions and uses creative thinking to brainstorm different future sustainability-related scenarios and their potential impacts.</li> </ul>

<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Develops awareness of longer-term sustainability challenges as well as their short-term tasks.</li> <li>• Anticipates their future career pathway and the sustainability skills that will be most desirable.</li> <li>• Gathers knowledge of sustainability challenges and their likely future impacts on individuals, communities and organisations from a variety of sources both within and outside of their organisation.</li> </ul>
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## 6. Systems Thinking for Sustainable Transformation

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Analyses sustainability challenges not just to their organisation but across their industry and from a national and global perspective.</li> <li>• Understands how different organisational functions interrelate and the trade-offs between sustainability and business pressures such as energy demands and maximising profits.</li> <li>• Takes a holistic approach to business decisions and strategy that includes all stakeholders including the environment, workers throughout the supply chain and consumers.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Thinks beyond narrow, compartmentalised functions to consider the holistic organisational, societal, environmental and ethical impacts of their decisions and actions.</li> <li>• Shifts their mindset from linear to circular, recognising the importance of striving to eliminate waste and pollution in all business activities.</li> <li>• Understands how their organisation relates to larger systems over time such as their industry, national and global economies, and the natural environment and its limitations.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Develops an ability to see how their job role and department fits into their organisation's overall sustainability strategy.</li> <li>• Recognises how different functions can create synergies that benefit the whole organisation in its drive to a more sustainable future.</li> <li>• Understands how becoming more sustainable can generate benefits for the organisation such as energy and fuel cost savings and an enhanced reputation.</li> </ul>

## 7. Problem Solving

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Understands the benefits and limits of problem-solving methodologies such as design thinking to solving sustainability challenges.</li> <li>• Can manage a problem-solving project from initiation to completion to develop creative solutions to sustainability challenges.</li> </ul>

	<ul style="list-style-type: none"> <li>• Uses good judgement to assess and choose from a range of potential solutions to sustainability challenges.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Understands how problem-solving methodologies can be applied to sustainability challenges facing their organisations.</li> <li>• Develops an understanding of the needs and desires of various stakeholders around sustainability to inform problem solving processes.</li> <li>• Collaborates with colleagues and peers to follow formal problem-solving methodologies, developing potential solutions for real world problems facing their department or organisations.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Understands the value and importance of using formal problem-solving methodologies to tackle sustainability challenges.</li> <li>• Collaborates with team colleagues in identifying problems that may require a design thinking approach.</li> <li>• Actively engages in problem solving processes as part of their team, seeking guidance from peers or mentors as needed.</li> </ul>

## 8. Sustainable Entrepreneurship

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Recognises strategic opportunities for organisational growth and transformation from sustainability challenges.</li> <li>• Synergises sustainability action with long term cost savings and revenue growth.</li> <li>• Leverages sustainability successes to enhance organisational reputation and seek out new business and investment opportunities.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Identifies new sustainability actions and approaches that can be introduced at the department or team level.</li> <li>• Seeks out new sustainability knowledge and best practice from a diverse range of sources to inform new innovations and creative solutions.</li> <li>• Shares ideas for sustainable innovations and creative solutions with senior management.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Keeps up to date with the latest sustainability trends and innovations.</li> <li>• Makes small changes in their approach to tasks that collectively and over time has a positive impact on the environment.</li> <li>• Collaborates enthusiastically with colleagues on creative projects and solutions.</li> </ul>

## International Trade Competencies

International trade is rapidly evolving with increasingly complex supply chains, changing political and economic relationships between nations, rapid digitisation, and the urgent drive for more sustainable and ethical business practices. Industry will need professionals across a broad range of functions and seniority levels who have the appropriate competencies to help their organisations navigate these uncertain times. Whether you work directly in manufacturing, planning, sourcing and procurement, transport and logistics, product services or providing support services, developing the competencies necessary to succeed in international trade will ensure that you are ready for future challenges and opportunities as they arise.

IST members should aspire to develop the following eight international trade competencies at all stages of their careers:

1. **International Trade Literacy**
2. **International Relationship Management**
3. **International Trade Compliance**
4. **Continuous Improvement and Quality Assurance**
5. **Digitisation and New Technologies**
6. **Sustainable Supply Chain Management**
7. **Risk and Mitigation**
8. **International Business Development**

### 1. International Trade Literacy

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Keeps up to date with the latest political and economic news and trends that will impact their industry and organisation.</li> <li>• Feeds into or drives their organisation’s strategy for international trade growth and innovation.</li> <li>• Understands the key features of Free Trade Agreements (FTAs) and the potential benefits and opportunities they offer.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Understands the key features and benefits of the 11 Incoterms and how to select the most suitable incoterm for their organisation and products.</li> <li>• Understands their organisation’s supply chain operations, including knowledge of buyers, suppliers and partners.</li> <li>• Understands the key functions of the Union Customs Code and how they apply to their organisation.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Understands the fundamentals of how international trade works and how it has evolved over time.</li> </ul>

	<ul style="list-style-type: none"> <li>• Is familiar with the key institutions and regulators governing global trade.</li> <li>• Understands the role of customs compliance in trade.</li> </ul>
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## 2. International Relationship Management

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Motivates their team and supports a positive and open working atmosphere at their organisation that is respectful of a diversity of beliefs and opinions.</li> <li>• Builds strong and trusting working relationships with buyers, suppliers and other supply chain partners.</li> <li>• Ensures that a culture of excellent customer, supplier and stakeholder care permeates throughout their areas of responsibility.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Can communicate effectively and build relationships with colleagues, peers, partners, clients and customers from a diverse range of cultural and geographical backgrounds.</li> <li>• Works positively and creatively across functions to generate efficiencies and opportunities for revenue growth and cost reduction for their organisation.</li> <li>• Builds excellent interpersonal skills to help form positive relationships with colleagues and external stakeholders.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Brings positivity and enthusiasm to teamwork and to their interactions with external stakeholders.</li> <li>• Demonstrates openness, honesty and cultural awareness in their interactions with colleagues and external stakeholders.</li> <li>• Takes a genuine interest in colleagues and external stakeholders to support relationship building.</li> </ul>

## 3. International Trade Compliance

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Negotiates and competently manages international commercial contracts, international employment contracts and other essential legal agreements both internally and with external stakeholders.</li> <li>• Understands brand value and intellectual property and the safeguards and actions needed to protect their organisation's products, services, image and reputation.</li> <li>• Has a deep and nuanced understanding of international trade regulation and how it impacts their industry and organisation.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Drafts policies and procedures in compliance with all relevant regulations and legislation.</li> <li>• Understands their obligations under relevant data protection legislation and takes preventative measures to protect sensitive client, customer and external stakeholder data.</li> </ul>



	<ul style="list-style-type: none"> <li>Actively engages with industry peers and attends events and webinars to keep informed of the latest regulatory and legislative requirements that relate to their job role and organisation.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>Understands their responsibilities in relation to the key rules and regulations that apply to their specific job role.</li> <li>Consistently and accurately follows standard operating procedures to ensure key tasks are completed in a compliant manner.</li> <li>Completes all documentation with care and meticulous attention to detail.</li> </ul>

#### 4. Continuous Improvement & Quality Assurance

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>Adopts formal process improvement methodologies to eliminate inefficiencies and streamline processes.</li> <li>Actively manages their team's performance and motivates staff to achieve quality assurance standards relevant to key markets.</li> <li>Develops and implements effective quality assurance plans with clearly defined goals and steps to achieve them.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>Participates in industry peer groups to keep up to date with latest trends, technologies and methodologies that can aid continuous improvement in their departments and their organisation.</li> <li>Implements key standard operating procedures and organisational policies and feeds back suggestions for improvements to their supervisors.</li> <li>Reflects on routine practice and project work to identify areas of improvement from completed tasks and projects.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>Critically analyses how they complete routine tasks to identify more efficient methods and approaches.</li> <li>Takes opportunities for attaining new knowledge and skills that will inform improvements to how they work.</li> <li>Seeks advice from a mentor or supervisor on how to make improvements in performance.</li> </ul>

#### 5. Digitisation and New Technologies

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>Understands the importance of establishing end-to-end digital supply chains to manage and streamline importing and exporting of goods, materials, components and services.</li> <li>Assesses their organisation's current level of digital readiness and collaborates with other decision makers on developing a strategic digital plan.</li> </ul>



	<ul style="list-style-type: none"> <li>• Explores different options for supply chain mapping tools, Blockchain, AI and other emerging digital technologies that could improve efficiency and traceability in supply chain activities.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Adopts a lifelong learning approach, continuously upskilling in new digital technologies to support their job function.</li> <li>• Shares knowledge and best practice on digital technologies with colleagues and industry peers.</li> <li>• Advocates for the adoption of new digital technologies to their line manager, clearly outlining how the technology would benefit their department or organisation.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Becomes proficient in the use of the digital technologies required for their job function.</li> <li>• Leverages digital technologies to manage and complete their regular tasks more efficiently.</li> <li>• Is eager to learn new digital skills that will support their current role and their future career development.</li> </ul>

## 6. Sustainable Supply Chain Management

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>• Takes a holistic view of supply chain management that considers the impact of activities on the environment, individuals and communities as well as business imperatives such as timely delivery and cost minimisation.</li> <li>• Understands and develops strategies around their organisation's legislative obligations on a wide range of sustainability-related areas including climate change and human rights in the supply chain.</li> <li>• Collaborates with other decision makers on integrating sustainability within their organisation's overall strategic goals and looks to capitalise on the opportunities that a more sustainable approach will provide.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>• Attains practical sustainable supply chain management skills that help achieve their organisation's sustainability goals at an operational level.</li> <li>• Ensures the broad spectrum of sustainability and ethics are considered in procurement decisions.</li> <li>• Keeps up to date with the latest sustainability trends, legislation and initiatives impacting supply chain operations with a view to implementing improvements.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>• Takes personal responsibility for their own sustainability impact and encourages colleagues to follow their lead.</li> <li>• Ensures they are aware of how they can contribute to their organisation's plans for establishing more sustainable and ethical supply chains.</li> <li>• Takes opportunities to upskill in practical and operational sustainability skills.</li> </ul>

## 7. Risk & Mitigation

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>Understands the key strategic risks in international trade including supply chain disruption, geo-political issues, credit and foreign exchange risks, economic risk, threats to intellectual property and reputational damage due to unethical or unsustainable business activities.</li> <li>Quantifies and ranks risks, assessing the likelihood of occurrence and the potential impacts on their area of responsibility and on their organisation.</li> <li>Identifies the most appropriate and effective mitigation strategies to prepare for and reduce the impact of significant risks in their areas of responsibility and their organisation.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>Remains aware of the range of risks arising from global and local affairs, economics, international business and sustainability, and actively seeks out forums to discuss and share knowledge.</li> <li>Maps out potential scenarios and outcomes of how risks could impact their areas of responsibility to inform appropriate responses.</li> <li>Identifies opportunities for improvement and growth from risks to their area of responsibility and their organisations.</li> </ul>
<b>Sustainable Trade Associate (STA)</b>	<ul style="list-style-type: none"> <li>Adapts with flexibility and agility to new realities and makes appropriate changes to routines and behaviour in the face of new risks as they emerge.</li> <li>Considers the consequences of their decisions and actions and seeks approval from their supervisor before taking actions which involve an element of risk to their team or to their organisation.</li> <li>Can clearly and concisely communicate identified risks to colleagues and senior management.</li> </ul>

## 8. International Business Development

IST Member Level	Indicative Behaviours
<b>Sustainable Trade Manager (STM)</b>	<ul style="list-style-type: none"> <li>Understands the key success factors and major barriers to accessing new markets and implements strategies to capitalise on these insights for export success.</li> <li>Uses strategic analysis tools such as SWOT or PESTLE to critically evaluate their organisation and its key products or services and to identify opportunities for new income streams.</li> <li>Completes a market gap analysis to identify opportunities for their products and services in target export markets.</li> </ul>
<b>Sustainable Trade Practitioner (STP)</b>	<ul style="list-style-type: none"> <li>Builds strong and trusting relationships with distributors, suppliers and other key stakeholders in overseas markets.</li> </ul>

	<ul style="list-style-type: none"> <li>• Gathers detailed knowledge of key client markets including cultural and linguistic issues that could impact communication and positive business relationships.</li> <li>• Keeps up to date with industry news and trends and actively monitors for new business opportunities.</li> </ul>
<p><b>Sustainable Trade Associate (STA)</b></p>	<ul style="list-style-type: none"> <li>• Learns in detail the features and unique selling points of their organisation’s products and services and can communicate them to domestic and overseas clients and customers.</li> <li>• Responds promptly and with clear and concise language to overseas clients and customers, being mindful of issues that may impact successful interactions such as time zones and language barriers.</li> <li>• Shares knowledge and insights learnt from interactions with international clients and customers with their colleagues and supervisor to contribute to overall organisational knowledge.</li> </ul>