

Benchmark/ Discipline/ Function	Code	Title	Description	GI CSR US
F	ACA	Corporate Affairs/Communications	Researches, develops, plans, designs, maintains and implements policies and programs that enhance the organization's relations with the community, the public, government and regulatory authorities, shareholders and employees. Delivers communications through various media. Coordinates dissemination of the organization's communications with news or trade media contacts, through special events, public speaking or other means to reach defined audiences and meet specific program objectives.	X
B	ACA000-EX	Top Corporate Affairs Executive	Has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization, direct the development and management of an integrated communications function (internally and externally), and represent the organization in legislative and regulatory matters   May be responsible for community relations	X
B	ACA005-EX	Top Public Relations and Internal Communications Executive	Has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization and for directing the development and management of an integrated Communications Function   Responsibilities include both external and internal communications	X
B	ACA010-EX	Top Public Relations Executive	Has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization   Initiates programs that ensure the public's understanding of the organization's goals and achievements   This position is not responsible for representing the organization in legislative or regulatory matters	X
B	ACA015-EX	Top Internal Communications Executive	Has primary responsibility for developing a program to communicate to all employees the organization's policies and programs   Typically includes the communication of business strategy, key events, management changes, benefits and compensation programs, and developing communication channels to ensure all employees are well informed	X
B	ACA020-EX	Top Community Relations Executive	Has primary responsibility for developing and implementing policies and programs to enhance the organization's standing in the communities where plants, offices and other facilities are located	X
B	ACA050-EX	Top Regulatory Affairs and Compliance Executive	Has primary responsibility for managing the relationship with regulatory commissions/authorities and ensuring that the policies and procedures of the organization comply with all applicable laws and regulations   Oversees the review and interpretation of new pending laws and regulations, which potentially affect the organization's business practices, and coordinates the development or revision of policies, procedures, contracts and agreements to ensure compliance	X
B	ACA055-EX	Top State/Region/Province/Local Regulatory Affairs Executive	Serves as the liaison with state/region/province and local regulators and advises management of new developments in this area	X
B	ACA060-EX	Top Environmental Affairs and Compliance Executive	Has primary responsibility for developing the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality   Responsible for establishing organization-wide policies and programs that comply with regulations and ensure overall compliance at all sites	X
B	ACA063-EX	Chief Privacy Officer	Has primary responsibility for the development, implementation, administration of and adherence to the organization's policies and procedures covering the privacy of and access to personal data in compliance with organization and regulatory requirements   Collaborates with Legal and IT leadership to identify personal data risks and to establish procedures to mitigate these risks   Monitors and reviews progress of business units and trading partners to develop and implement data privacy strategies, goals, monitoring and reporting	X
B	ACA070-EX	Top Government Relations Executive	Has primary responsibility for representing the organization in legislative and regulatory matters with national, regional and local governments and quasi-government agencies by providing policy direction, coordinating operating unit government affairs initiatives and lobbying for the organization's interests	X
B	ACA090-EX	Top Investor Relations Executive	Has primary responsibility for developing, maintaining and enhancing close working relationships with institutions in the financial community that hold, or may hold, the organization's stock or debt   Maintains and improves relations and communications between the organization and the investing public, shareholders and financial professionals to enhance the standing of the organization's stock   Monitors and assesses changes and trends in investment markets and determines appropriate strategy	X
D	ACA000	Corporate Affairs/Communications Generalist/Multidiscipline	Researches, develops, plans, designs, maintains and implements policies and programs that enhance the organization's relations with the community, the public, government and regulatory authorities, shareholders and employees   Responsibilities are within the Corporate Affairs/Communications Function as a generalist or in a combination of Disciplines	X
D	ACA010	Public Relations	Coordinates media relations and prepares external communications   Plans, prepares and relays information concerning the organization to the press and the wider community to gain understanding and acceptance for the organization   Develops and maintains lines of communication with media contacts and other external audience groups	X

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D	ACA020	Community Affairs/Relations	Develops and maintains a favorable relationship with the surrounding community   Develops and coordinates programs to promote good will by disseminating information to the community and soliciting feedback from residents   Organizes and supports employee volunteer programs and coordinates with local groups   May participate in the organization's charitable giving programs as they affect community initiatives   May represent the organization at community gatherings or forums	X
D	ACA030	Corporate Social Responsibility	Plans and implements efforts to demonstrate the organization's commitment to sustainability, the environment and social responsibility   Coordinates internal and external social responsibility programs and activities with other groups (e.g., Human Resources, Legal, Government Relations, Marketing)   Reviews the impact of the organization's social responsibility programs and activities on key stakeholders (e.g., employees, shareholders, communities)	X
D	ACA050	Regulatory Affairs and Compliance	Maintains the organization's ongoing relationships with regulatory commissions/authorities   Coordinates and conducts the assessment of internal controls to ensure compliance as required by regulatory commissions/authorities   Develops programs and processes to manage complaint cases brought to regulatory authorities and develops process improvements to avoid future complaints   Advances organization positions with internal and external parties   Prepares and sponsors testimony to governmental or regulatory agencies	X
D	ACA060	Environmental Affairs and Compliance	Develops and implements the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality   Designs and implements programs to ensure healthful and safe working conditions and compliance with all environmental regulations, including clean air and hazardous waste disposal, on the organization's premises   Serves as a liaison with external government environmental agencies   Monitors programs and maintains up-to-date records required by environmental permits to ensure government compliance	X
D	ACA063	Personal Data Privacy Compliance	Coordinates the development, implementation and administration of policies and procedures to ensure the protection of personal data in compliance with organization and regulatory requirements   Collaborates with Legal and IT departments in order to identify personal data risks and to establish procedures to eliminate these risks   Monitors procedures related to the collection, storage, retrieval and disclosure of personal data   Identifies and follows up on data protection issues that require investigation, resolution and/or legal action   Plans and conducts personal data compliance training programs   May provide professional legal advice regarding personal data privacy	X
D	ACA065	Sustainability	Plans, implements and maintains the organization's sustainability programs to reduce the use of nonrenewable resources and minimize the environmental impact of operations   Communicates the organization's sustainability vision and program information   Monitors and facilitates progress of sustainability programs consistent with strategies, goals, measurements and reporting standards	X
D	ACA070	Government Relations	Develops and maintains policies and programs to ensure organizational awareness of government legislation and/or regulatory issues that affect the organization and respond to same   Ensures that the organization's interests are represented and protected in legislative proceedings and in the development of market rules and procedures   Prepares and organizes forums and gatherings with government officials to exchange ideas and information on business activities and potential legislation that may affect the organization   Acts as a resource on regulatory matters with regard to product changes	X
D	ACA100	Internal/Employee Communications	Develops and coordinates lines of communication within the organization among employees   Implements policies and programs to increase employee awareness and knowledge of activities affecting employees	X
D	ACA110	Creative Writing Services	Develops creative, clear-written material in support of the organization's communications strategies   Plans, develops, and publishes internal or external communications (e.g., newsletters, brochures, manuals, website content)   Develops and maintains the organization's style guide, including editorial standards and policies	X
D	ACA120	Creative Design Services	Develops and maintains graphic designs (e.g., art, color themes, photographs, web pages), audio and video to support the organization's image, identity and brands   Develops and maintains the organization's graphics standards, techniques and methods   Develops the organization's website design and layout	X
D	ACA190	Not-For-Profit Development Generalist/Multidiscipline	Develops, plans, designs and implements fundraising or membership programs within a not-for-profit organization	X
D	ACA191	Not-For-Profit - Fundraising/Major Gifts	Develops, plans, designs and implements various fundraising/major gifts programs   Cultivates and solicits new funding opportunities and development strategies for a broader base of donors   Identifies potential grant opportunities and oversees the preparation of proposals	X
D	ACA192	Not-For-Profit - Membership Management	Develops, plans, designs and implements the organization's program to attract, retain and serve its members   Establishes membership policies and practices	X

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D	ACA193	Not-For-Profit Development - Program Management	Manages the development and ongoing operation of one of the organization's programs   Develops the program budget, staffing requirements and ensures the program meets its stated objectives	X
D	ACA999	Corporate Affairs/Communications - No Applicable Discipline	Responsibilities are within the Corporate Affairs/Communications Function but are not described in other Discipline summaries	X
F	AMK	Marketing	Markets the organization's products, brands and/or services. Designs, develops and implements communication programs to advertise the organization's products/brands/services using media (e.g., print, broadcast, digital), events and sales promotions. Develops and evaluates pricing strategies and structures. Designs and maintains websites to promote and sell the organization's products through the Internet.	X
B	AMK000-EX	Top Marketing Executive	Has primary responsibility for plans designing, developing and implementing policies related to the organization's marketing activities   Develops market objectives and strategies and monitors performance against goals   Typically directs activities such as market research, brand/product management, advertising and promotion, and new product development	X
B	AMK020-EX	Top Marketing Communication Executive	Has primary responsibility for designing, developing and implementing marketing communication programs to promote the organization's products or services   May involve use of sponsorship, events and sales promotions   Uses media (e.g., print, broadcast, digital) where appropriate   May have responsibility for development of advertising strategy	X
B	AMK025-EX	Top Advertising and Sales Promotion Executive	Has primary responsibility for designing, developing and implementing the organization's advertising campaigns using internal resources and/or advertising agencies   Develops and implements promotion policies and programs	X
B	AMK040-EX	Top Marketing Research Executive	Has primary responsibility for managing a wide range of investigative studies to assess the organization's present and future market share position, effectiveness of current sales/marketing programs and feasibility of new products   Provides research findings to marketing management to facilitate development of effective marketing plans and programs	X
B	AMK045-EX	Top Category Management Executive	Has primary responsibility for the profitability and growth of a product category (i.e., groups of similar or related products)   Establishes the overall strategy, plan development, marketing and execution of category management activities to achieve annual volume and profit goals   Works with the broader organization to leverage distribution channels which may cut across multiple brands and/or product categories	X
B	AMK050-EX	Top Product Management Executive	Has primary responsibility for planning, designing and implementing products or product extensions   Manages an integrated product strategy at all stages of the product lifecycle and interfaces between various functions including engineering, research and development, supply chain, marketing and sales to ensure the success of the product in the market	X
B	AMK110-EX	Top Digital Marketing Executive	Develops marketing, merchandising and creative strategies to promote the organization's products and services through the Internet or other digital channels   Establishes, maintains and updates the digital experience from the viewpoint of the customer   Develops affiliated programs designed to increase exposure to and business from the target audience   Establishes and manages the relationships with search engines and portal sites that are strategically aligned with digital marketing goals   Manages the implementation of digital marketing programs and analyzes their effectiveness   May be responsible for social media marketing	X
D	AMK000	Marketing Generalist/Multidiscipline	Designs, develops and implements marketing programs and/or pricing strategies to support the organization's products, services or market sector   Uses specific marketing strategies and media (e.g., print, broadcast, digital) to launch and position products and services in a sector   Identifies and implements marketing strategies and programs in collaboration with sales and technical teams   Responsibilities are within the Marketing Function as a generalist or in a combination of Disciplines	X
D	AMK010	Channel/Partnership/Co-Branded Marketing	Develops and implements marketing strategies to identify effective distribution channels   Researches and analyzes the marketplace to identify new channel, partnership and co-branding opportunities   Develops and monitors channel opportunities, licensing agreements, joint ventures and partnerships to maximize revenues   Designs, develops and implements marketing programs with third-party partners	X
D	AMK020	Advertising/Marketing Communications	Coordinates the development of advertising/marketing communications materials by creative design and creative writing services to effectively represent the products, services, brands and/or the organization to customers and prospects   Applies various communication strategies to create an impression, raise awareness, and encourage a preference and response by the target audience for the organization and its products, services and brands   Develops and coordinates multimedia packages (e.g., letters, brochures, video, point-of-purchase displays)   May involve use of sponsorship, events and sales promotions	X

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D	AMK025	Advertising	Promotes the sale of the organization's products, services, brands and/or the organization through various advertising media (e.g., print, broadcast, digital) and other methods   Oversees creation and placement of advertisements using various media and coordinates efforts with advertising agencies   Designs, develops and implements advertising/promotion policies and monitors results   Coordinates with internal clients (e.g., product/brand managers, business unit managers) to source and produce advertising materials	X
D	AMK026	Marketing Promotions	Plans, recommends and implements promotions and events designed to increase sales and awareness for the organization's products and/or services   Identifies promotion targets and specific offers; coordinates end-to-end campaign life-cycle   Collaborates with and participates in promotion-related marketing and sales efforts, including merchandising, advertising and on-site visits to targets and/or events   Maintains promotion-related documentation (e.g., promotion codes, discounts, promotion calendar)   Develops and maintains budgets to oversee costs and metrics to evaluate the effectiveness of promotions and events	X
D	AMK030	Market/Segment Development	Identifies new business opportunities and creates appropriate business plans   Identifies new market opportunities (i.e., products/services, technologies, markets)   Monitors organization's market share and competition	X
D	AMK040	Market Research/Intelligence	Performs analyses and prepares forecasts and recommendations in the areas of product preferences, sales coverage, market penetration, market practices and sales trends   Researches market conditions to determine potential sales of a product	X
D	AMK041	Customer Insight and Research Generalist/Multidiscipline	Undertakes detailed quantitative analyses of consumer databases and external data sources and develops a data driven insight into customers, their behaviors, buying preferences and patterns   Identifies and communicates initiatives that enhance the positioning and offering of products and services to customers   Performs multiple functions of analytics, modeling, data management or reporting solutions	X
D	AMK042	Customer Data Management	Develops and maintains customer information database (usually specific data marts) to support analysis, application development and data driven marketing techniques   Manages information security, data protection, data quality and exchange   Liaises with the IT and other data management functions as required both internally and externally	X
D	AMK043	Customer Research Analytics and Modeling	Undertakes detailed analysis of data and mining for insights and employs modeling techniques that offer actionable marketing benefits informing the organization's or client's strategy   Integrates data analysis and models into commercial systems which support marketing and product management/development decision making   Develops new analysis methodologies and influences design of technologies supporting future analytical capabilities	X
D	AMK050	Product Management	Develops and directs marketing programs for a significant product or product category   Compiles and evaluates research on the market's product requirements and identifies enhancements to current features and functionality   Establishes marketing strategies, including product direction, advertising, packaging, pricing, expense budgets, profit plans and future product development, to manage a product or product category's life cycle   Interfaces with engineers, designers, suppliers and customers to develop product requirements and specifications   Prepares and coordinates product introductions and updates	X
D	AMK060	Direct Marketing	Markets the organization's products and services using customer marketing databases   Creates direct mail marketing plans, targeting specific market segments with specialized offers   Collaborates with market research in developing response models and other database improvements   May conduct data mining analyses of customer data to develop marketing trends	X
D	AMK070	Brand Marketing	Promotes and maintains the brand image at local, national or international levels   Coordinates marketing strategies, including packaging, pricing, expense budgets, advertising and promotion of the brand   Develops associated advertising campaigns for the brand	X
D	AMK080	Pricing	Develops pricing strategies to meet customers' needs while providing a profit for the organization   Determines core business costs of service in support of pricing/tariff development   Designs, implements and maintains pricing infrastructures   Evaluates effectiveness of pricing strategies and modifies pricing structures as needed   Provides reporting and documentation of pricing structures and serves as the point-of-contact for pricing inquiries from internal sales department, but not customers	X

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D	AMK100	Trade Shows/Events	Plans, develops and oversees marketing events (e.g., trade shows, conventions, sales meetings) for internal and/or external clients   Coordinates customer invitation solicitations, advanced and on-site registration, and post-event follow-up and evaluations   Researches available venues and recommends event sites; investigates, selects, negotiates and coordinates services with vendors, including catering and event support   Prepares budgets and forecasts and compiles summaries of total event costs, cost-per-contact, audience profiles and attendees' comments	X
D	AMK110	Digital Marketing Generalist/Multidiscipline	Develops marketing, merchandising and creative strategies and affiliated programs to promote the organization's products and services through the Internet or other digital channels to increase exposure to and business from the target audience   Manages the implementation of digital marketing programs and analyzes their effectiveness   Establishes and manages the relationships with search engines and portal sites that are strategically aligned with the digital goals   Tracks usage trends of the organization's websites, including number and quality of visitors and advertising campaign impact   Develops and maintains website graphic designs and layout to support the organization's image, identity and brands through a diverse mix of web material, graphical user interfaces and multimedia delivered for the web   Ensures that the organization's website provides up-to-date and comprehensive product/service information that is easily available to existing and potential customers   May be responsible for social media marketing and online community management	X
D	AMK111	Internet Search Optimization	Analyzes the results of the leading search engines to understand what keywords influence results rankings in order to optimize traffic to the organization's online/digital sites   Develops visible content and hidden tags in online/digital sites to improve the volume and/or quality of traffic to a site from search engines from unpaid search results by analyzing traffic and search results   Ensures that online content is labeled in the way that best serves users' needs in finding content and exploring the website   Advises and trains content management staff on best practices for labeling content	X
D	AMK112	Social Media Marketing	Plans and implements marketing strategies and campaigns through social media optimization (SMO)   Builds brand identification through penetration of social media   Solicits, creates and posts content that attracts attention and encourages readers to share it with their social networks   Establishes and maintains relationships with social network members, bloggers and the online community   Participates in building websites that include integration points to various social networking and microblogging sites and tools	X
D	AMK113	Online Community Management	Builds, grows and manages internal and/or external online community relationships across a variety of platforms (e.g., social media, blogs, message boards, email groups) to generate brand awareness, encourage loyalty to the organization and increase engagement of target audiences   Generates and posts social media content and sponsors online community events (e.g., webinars, group discussions)   Monitors and engages community targets in online conversations, fields questions and offers solutions   Monitors, evaluates and reports on online community trends   Continually monitors content developed internally and/or posted by users to ensure content is appropriate for target audience	X
D	AMK120	Digital Content Management/Production	Ensures that the organization's websites provide up-to-date and comprehensive product/service information that is easily available to existing and potential customers   Establishes and maintains an information architecture that is well organized, user-friendly, and presents a consistent corporate look and feel   Coordinates the development, integration, format design and release of content from writers and designers   Analyzes the use of website content and design; takes steps as necessary and affordable to improve information content architecture and design   Employs focus groups, surveys, web statistics, email, etc., to elicit feedback and improve website content and organization	X
D	AMK130	Digital Graphic/Visual Design	Develops and maintains website graphic designs (e.g., art, color themes, photographs, web pages) and layout to support the organization's image, identity and brands   Reviews all elements of site design from a human factors (i.e., ergonomics of human/computer interaction) perspective to ensure maximum usability and to ensure alignment with the organization's overall objectives   Establishes and maintains the organization's website graphics standards, techniques and methods   Analyzes website technology trends to identify new techniques and ensure optimal site design	X
D	AMK150	Digital Creative Writing	Develops creative, clearly-written material for the organization's websites in support of the organization's marketing programs in accordance with the established editorial and style guidelines   Plans, develops and publishes online marketing communications for websites such as descriptions of the organization's products and services, FAQs (frequently asked questions) and electronic brochures	X

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D	AMK999	Marketing - No Applicable Discipline	Responsibilities are within the Marketing Function but are not described in other Discipline summaries	X