Retail Banking | Digital and Data Analytics

# Innovation Management

## Context of change and impact on job tasks

As the requirements for clean, reliable and comparable sustainability data continue to grow, the role of an innovation executive would be to support job families to increase productivity and decrease operational inefficiencies (e.g. assessing sustainability performance, processing sustainability data for sustainability reports and identification of relevant sustainability risks) through the exploration of innovative sustainability-related technologies (e.g. blockchain and Generative AI, etc).

The job role holder would be tasked with identifying feasible innovative ideas from employees internally and sourcing for innovative sustainability-related technologies externally. The job role holder would engage in deal negotiations and conduct necessary due diligence and documentation processes to acquire or collaborate with organisations possessing relevant sustainability-related technologies.

Additionally, the job role holder would be responsible for conducting Proof of Concept testing on selected sustainability-related technologies, evaluating the impact on the organisation and driving the implementation of these technologies across the businesses.

Overall, this job role holder will see significant changes in tasks and will require specific sustainability knowledge to perform their responsibilities.

● High augmentation ● Moderate augmentation ● Low augmentation

### Time horizon of impact: Within the next three years

### Impact on key job tasks

Critical work function	Additional key job task	Impact on job task
Develop organisation's innovation competency	<ul> <li>Collect data on sustainability-related technology that has helped similar organisations scale successfully</li> <li>Draft, develop and endorse sustainability-related policies and frameworks to promote an innovative mindset and culture within the organisation</li> <li>Allocate resources for the design, building and maintenance of innovative ideas in sustainability that are within acceptable risk levels</li> <li>Oversee, deliver and assist internal training programmes on implementing sustainability-related innovative ideas, solutions and ways of working within the organisation</li> </ul>	
Identify and drive business process improvement and innovation solutions	<ul> <li>Draft sustainability-related innovation initiatives and shortlist potential innovative solutions based on the business unit's strategies, pain points, existing processes and workflow</li> <li>Evaluate the effects of sustainability-related improvement and innovation initiatives on the organisation's business outcomes</li> <li>Assist and collaborate with cross-functional teams and business managers to conduct Proof of Concept testing and gather required data and design methods on sustainability-related innovation and process improvement</li> <li>Ensure that processes are aligned with the organisation's sustainability priorities and benchmarks as well as evolving sustainability regulations, disclosure requirements, and responsible banking standards</li> <li>Develop robust business cases by assessing the feasibility and financial impact of proposed processes and initiatives related to sustainability innovation initiatives</li> </ul>	
	Endorse and drive selected sustainability-related initiatives and systems to improve processes and systems	

Sustainable Finance Jobs Transformation Map

Retail Banking | Digital and Data Analytics

# Innovation Management

	High augmentation Moderate augmentation	Low augmentation
Critical work function	Additional key job task	Impact on job task
Identify disruptive technologies and acquire / partner suitable organisations	<ul> <li>Conduct research projects and provide recommendations on disruptive sustainability-related technologies with the potential for acquisition / partnerships</li> <li>Assist and manage legal, operational, intellectual property, information technology, human resources due diligence and documentation processes on potential and actual acquisitions / partnerships of disruptive sustainability-related technologies</li> <li>Lead and conduct deal negotiations for the acquisitions / partnerships of disruptive sustainability-related technologies</li> <li>Identify and evaluate potential consequences and changes in operational processes arising from the acquisitions / partnerships of disruptive sustainability-related technologies</li> <li>Formulate and rollout implementation restructuring plans to integrate disruptive sustainability-related technologies</li> </ul>	
Implement innovation and business process improvement initiatives	<ul> <li>Identify, implement and oversee the implementation of employees' innovative ideas in sustainability into existing business processes</li> <li>Research and assess the potential impacts on business processes caused by the implementation of innovative solutions in sustainability</li> <li>Develop a business case for innovation solution in sustainability and propose it to heads of business units and senior stakeholders</li> <li>Assist and design the implementation plans for innovation initiatives / solutions in sustainability</li> </ul>	

#### SF TSCs needed

- Impact Indicators, Measurement and Reporting
- · Sustainability Reporting
- Sustainability Risk Management

L3	L4	L5
L3	L4	L5
L3	L4	L5

Private Banking and Wealth Management | Digital and Data Analytics

# Innovation Management

## Context of change and impact on job tasks

As the requirements for clean, reliable and comparable sustainability data continue to grow, the role of an innovation executive would be to support job families to increase productivity and decrease operational inefficiencies (e.g. assessing sustainability performance, processing sustainability data for sustainability reports and identification of relevant sustainability risks) through the exploration of innovative sustainability-related technologies (e.g. blockchain and Generative AI, etc).

The job role holder would be tasked with identifying feasible innovative ideas from employees internally and sourcing for innovative sustainability-related technologies externally, including profiling tools which incorporate the client's sustainability preferences and risk appetite. The job role holder would engage in deal negotiations and conduct necessary due diligence and documentation processes to acquire or collaborate with organisations possessing relevant sustainability-related technologies.

Additionally, the job role holder would be responsible for conducting Proof of Concept testing on selected sustainability-related technologies, evaluating the impact on the organisation and driving the implementation of these technologies across the businesses.

Overall, this job role holder will see significant changes in tasks and will require specific sustainability knowledge to perform their responsibilities.

### Time horizon of impact: Within the next three years

## Impact on key job tasks

Critical work function	Additional key job task	Impact on job task
Develop organisation's innovation competency	<ul> <li>Collect data on sustainability-related technology that has helped similar organisations scale successfully</li> <li>Draft, develop and endorse sustainability-related policies and frameworks to promote an innovative mindset and culture within the organisation</li> <li>Allocate resources for the design, building and maintenance of innovative ideas in sustainability that are within acceptable risk levels</li> <li>Oversee, deliver and assist internal training programmes on implementing sustainability-related innovative ideas, solutions and ways of working within the organisation</li> </ul>	
Identify and drive business process improvement and innovation solutions	<ul> <li>Draft sustainability-related innovation initiatives and shortlist potential innovative solutions based on the business unit's strategies, pain points, existing processes and workflow</li> <li>Evaluate the effects of sustainability-related improvement and innovation initiatives on the organisation's business outcomes</li> <li>Assist and collaborate with cross-functional teams and business managers to conduct Proof of Concept testing and gather required data and design methods on sustainability-related innovation and process improvement</li> <li>Ensure that processes are aligned with the organisation's sustainability priorities and benchmarks as well as evolving sustainability regulations, disclosure requirements, and responsible banking standards</li> <li>Develop robust business cases by assessing the feasibility and financial impact of proposed processes and initiatives related to sustainability innovation initiatives</li> </ul>	
	Endorse and drive selected sustainability-related initiatives and systems to improve processes and systems	

Sustainable Finance Jobs Transformation Map

Private Banking and Wealth Management | Digital and Data Analytics

# Innovation Management

	High augmentation Moderate augmentation	Low augmentation
Critical work function	Additional key job task	Impact on job task
Identify disruptive technologies and acquire / partner suitable organisations	Conduct research projects and provide recommendations on disruptive sustainability-related technologies with the potential for acquisition/partnerships  Assist and manage legal, operational, intellectual property, information technology, human resources due diligence and documentation processes on potential and actual acquisitions/partnerships of disruptive sustainability technologies  Lead and conduct deal negotiations for the acquisitions/partnerships of disruptive sustainability-related technologies  Identify and evaluate potential consequences and changes in operational processes arising from the acquisitions/partnerships of disruptive sustainability-related technologies  Formulate and rollout implementation restructuring plans to integrate disruptive sustainability-related technologies	
Implement innovation and business process improvement initiatives	Conduct research projects and provide recommendations on disruptive sustainability-related technologies with the potential for acquisition/partnerships     Assist and manage legal, operational, intellectual property, information technology, human resources due diligence and documentation processes on potential and actual acquisitions/partnerships of disruptive sustainability technologies     Lead and conduct deal negotiations for the acquisitions/partnerships of disruptive sustainability-related technologies     Identify and evaluate potential consequences and changes in operational processes arising from the acquisitions/partnerships of disruptive sustainability-related technologies     Formulate and rollout implementation restructuring plans to integrate disruptive sustainability-related technologies	

#### SF TSCs needed

- · Impact Indicators, Measurement and Reporting
- Sustainability Reporting
- Sustainability Risk Management

L3	L4	L5
L3	L4	L5
L3	L4	L5

Corporate Banking | Digital and Data Analytics

# Innovation Management

## Context of change and impact on job tasks

As the requirements for clean, reliable and comparable sustainability data continue to grow, the job role holder will need to support job families to increase productivity and decrease operational inefficiencies (e.g. assessing sustainability performance, processing sustainability data for sustainability reports and identification of relevant sustainability risks) through the exploration of innovative sustainability-related technologies (e.g. blockchain and Generative AI, etc).

The job role holder would be tasked with identifying feasible innovative ideas from employees internally and sourcing for innovative sustainability-related technologies externally. The job role holder would engage in deal negotiations and conduct necessary due diligence and documentation processes to acquire or collaborate with organisations possessing relevant sustainability-related technologies.

Additionally, the job role would be responsible for conducting Proof of Concept testing on selected sustainability-related technologies, evaluating the impact on the organisation and driving the implementation of these technologies across the businesses.

Overall, this job role will see significant changes in job tasks and will require specific sustainability knowledge to perform their responsibilities.

■ High augmentation ■ Moderate augmentation ■ Low augmentation

### Time horizon of impact: Within the next three years

#### Impact on key job tasks

Critical work function	Additional key job task	Impact on job task
Develop organisation's innovation competency	Collect data on sustainability-related technologies that has helped similar organisations scale successfully	
	Draft, develop and endorse sustainability policies and frameworks to promote an innovative mindset and culture within the organisation	
	Allocate resources for the design, building and maintenance of innovative ideas in sustainability that are within acceptable risk levels	
	Oversee, deliver and assist internal training programmes on implementing sustainability-related innovation ideas, solutions and ways of working within the organisation	
Identify and drive business process improvement and innovation solutions	Draft sustainability-related innovation initiatives and shortlist potential innovative solutions based on the business unit's strategies, pain points, existing processes and workflow	
	Evaluate the effects of sustainability-related improvement and innovation initiatives on the organisation's business outcomes	
	Assist and collaborate with cross-functional teams and business managers to conduct Proof of Concept testing and gather required data and design methods on sustainability-related innovation and process improvement	
	<ul> <li>Ensure that processes are aligned with the organisation's sustainability agenda as well as evolving sustainability regulations, disclosure requirements, and responsible banking standards</li> </ul>	
	<ul> <li>Develop robust business cases by assessing the feasibility and financial impact of proposed processes and initiatives related to sustainability-related innovation initiatives</li> </ul>	
	Endorse and drive selected sustainability initiatives and systems to improve processes and systems	

Sustainable Finance Jobs Transformation Map

Corporate Banking | Digital and Data Analytics

# Innovation Management

	High augmentation Moderate augmentation	Low augmentation	
Critical work function	Additional key job task	Impact on job task	
Identify disruptive technologies and acquire / partner suitable organisations	<ul> <li>Conduct research projects and provide recommendations on disruptive sustainability-related technologies with the potential for acquisition / partnerships</li> <li>Assist and manage legal, operational, intellectual property, information technology, human resources due diligence and documentation processes on potential and actual acquisitions / partnerships of disruptive sustainability-related technologies</li> <li>Lead and conduct deal negotiations for the acquisitions / partnerships of disruptive sustainability-related technologies</li> <li>Identify and evaluate potential consequences and changes in operational processes arising from the acquisitions / partnerships of disruptive</li> </ul>		
	sustainability-related technologies     Formulate and rollout implementation restructuring plans to integrate disruptive sustainability-related technologies		
Implement innovation and business process improvement initiatives	Identify, implement and oversee the implementation of employees' innovative ideas in sustainability into existing business processes     Research and assess the potential impacts on business processes caused by the implementation of innovative solutions in sustainability     Develop a business case for innovation solution in sustainability and propose it to heads of business units and senior stakeholders     Assist and design the implementation plans for sustainability innovation initiatives / solutions		

#### SF TSCs needed

- · Impact Indicators, Measurement and Reporting
- Sustainability Reporting
- Sustainability Risk Management

L3	L4	L5
L3	L4	L5
L3	L4	L5

Investment Banking | Digital and Data Analytics

# Innovation Management

## Context of change and impact on job tasks

As the requirements for clean, reliable and comparable sustainability data continue to grow, the job role holder of an innovation executive would be to support job families to increase productivity and decrease operational inefficiencies (e.g. assessing sustainability performance, processing sustainability data for sustainability reports and identification of relevant sustainability risks) through the exploration of innovative sustainability-related technologies (e.g. blockchain and Generative AI, etc).

The job role holder would be tasked with identifying feasible innovative ideas from employees internally and sourcing for innovative sustainability-related technologies externally. The job role holder would engage in deal negotiations and conduct necessary due diligence and documentation processes to acquire or collaborate with organisations possessing relevant sustainability-related technologies.

Additionally, the job role holder would be responsible for conducting proof of concept testing on selected sustainability-related technologies, evaluating the impact on the organisation and driving the implementation of these technologies across the businesses.

Overall, this job role holder will see significant changes in job tasks and will require specific sustainability knowledge to perform their responsibilities.

### Time horizon of impact: Within the next three years

### Impact on key job tasks

Critical work function	Additional key job task	Impact on job task
Develop organisation's innovation competency	Collect data on sustainability-related technology that has helped similar organisations scale successfully  Draft, develop and endorse sustainability policies and frameworks to promote an innovative mindset and culture within the organisation  Allocate resources for the design, building and maintenance of innovative ideas in sustainability that are within acceptable risk levels  Oversee, deliver and assist internal training programmes on implementing sustainability innovative ideas, solutions and ways of working within the organisation	
Identify and drive business process improvement and innovation solutions	Draft sustainability innovation initiatives and shortlist potential innovative solutions based on the business unit's strategies, pain points, existing processes and workflow  Evaluate the effects of sustainability improvement and innovation initiatives on the organisation's business outcomes  Assist and collaborate with cross-functional teams and business managers to conduct Proof of Concept testing and gather required data and design methods on sustainability innovation and process improvement  Ensure that processes are aligned with the organisation's sustainability priorities and benchmarks as well as evolving sustainability regulations, disclosure requirements, and responsible banking standards  Develop robust business cases by assessing the feasibility and financial impact of proposed processes and initiatives related to sustainability innovation initiatives	
	Endorse and drive selected sustainability initiatives and systems to improve processes and systems	

Sustainable Finance Jobs Transformation Map

■ High augmentation ■ Moderate augmentation ■ Low augmentation

Investment Banking | Digital and Data Analytics

# Innovation Management

	Thigh augmentation winderate augmentation	- Low augmentation
Critical work function	Additional key job task	Impact on job task
Identify disruptive technologies and acquire / partner suitable organisations	Conduct research projects and provide recommendations on disruptive sustainability-related technologies with the potential for acquisition/partnerships  Assist and manage legal, operational, intellectual property, information technology, human resources due diligence and documentation processes on potential and actual acquisitions / partnerships of disruptive sustainability technologies  Lead and conduct deal negotiations for the acquisitions / partnerships of disruptive sustainability-related technologies  Identify and evaluate potential consequences and changes in operational processes arising from the acquisitions / partnerships of disruptive sustainability-related technologies  Formulate and rollout implementation restructuring plans to integrate disruptive sustainability-related technologies	
Implement innovation and business process improvement initiatives	<ul> <li>Identify, implement and oversee the implementation of employees' innovative ideas in sustainability into existing business processes</li> <li>Research and assess the potential impacts on business processes caused by the implementation of innovative solutions in sustainability</li> <li>Develop a business case for innovation solution in sustainability and propose it to heads of business units and senior stakeholders</li> <li>Assist and design the implementation plans for innovation initiatives/solution in sustainability</li> </ul>	

#### SF TSCs needed

- Impact Indicators, Measurement and Reporting
- · Sustainability Reporting
- Sustainability Risk Management

L3	L4	L
L3	L4	L
1.2	1.4	1.4

High augmentation Moderate augmentation Low augmentation

**Asset Management | Digital and Data Analytics** 

# Innovation Management

## Context of change and impact on job tasks

As the requirements for clean, reliable and comparable sustainability data continue to grow, the job role holder would need to support job families to increase productivity and decrease operational inefficiencies (e.g. assessing sustainability performance, processing sustainability data for sustainability reports and identification of relevant sustainability risks) through the exploration of innovative sustainability-related technologies (e.g. blockchain and Generative AI, etc).

The job role holder would be job tasked with identifying feasible innovative ideas from employees internally and sourcing for innovative sustainability-related technologies externally. The job role holder would engage in deal negotiations and conduct necessary due diligence and documentation processes to acquire or collaborate with organisations possessing relevant sustainability-related technologies.

Additionally, the job role holder would be responsible for conducting Proof of Concept testing on selected sustainability-related technologies, evaluating the impact on the organisation and driving the implementation of these technologies across the businesses.

Overall, this job role holder will see significant changes in job tasks and will require specific sustainability knowledge to perform their responsibilities.

### **Time horizon of impact:** Within the next three years

#### Impact on key job tasks

■ High augmentation ■ Moderate augmentation ■ Low augmentation

Critical work function	Additional key job task	Impact on job task
Develop organisation's innovation competency	<ul> <li>Collect data on sustainability-related technology that has helped similar organisations scale successfully</li> <li>Draft, develop and endorse sustainability policies and frameworks to promote an innovative mindset and culture within the organisation</li> <li>Allocate resources for the design, building and maintenance of innovative ideas in sustainability that are within acceptable risk levels</li> <li>Oversee, deliver and assist internal training programmes on implementing sustainable innovative ideas, solutions and ways of working within the organisation</li> </ul>	
Identify and drive business process improvement and innovation solutions	<ul> <li>Draft sustainability innovation initiatives and shortlist potential innovative solutions based on the business unit's strategies, pain points, existing processes and workflow</li> <li>Evaluate the effects of sustainability improvement and innovation initiatives on the organisation's business outcomes</li> <li>Assist and collaborate with cross-functional teams and business managers to conduct Proof of Concept testing and gather required data and design methods on sustainability innovation and process improvement</li> <li>Ensure that processes are aligned with the organisation's sustainability priorities and benchmarks as well as evolving sustainability regulations, disclosure requirements, and responsible banking standards</li> <li>Develop robust business cases by assessing the feasibility and financial impact of proposed processes and initiatives related to sustainability innovation initiatives</li> <li>Endorse and drive selected sustainability initiatives and systems to improve</li> </ul>	

Asset Management | Digital and Data Analytics

# Innovation Management

	High augmentation Moderate augmentation	Low augmentation
Critical work function	Additional key job task	Impact on job task
Identify disruptive technologies and acquire/partner suitable organisations	Conduct research projects and provide recommendations on disruptive sustainability-related technologies with the potential for acquisition/partnerships  Assist and manage legal, operational, intellectual property, information technology, human resources due diligence and documentation processes on potential and actual acquisitions/partnerships of disruptive sustainability technologies  Lead and conduct deal negotiations for the acquisitions/partnerships of disruptive sustainability-related technologies  Identify and evaluate potential consequences and changes in operational processes arising from the acquisitions/partnerships of disruptive sustainability-related technologies  Formulate and rollout implementation restructuring plans to integrate disruptive sustainability-related technologies	
Implement innovation and business process improvement initiatives	<ul> <li>Identify, implement and oversee the implementation of employees' innovative ideas in sustainability into existing business processes</li> <li>Research and assess the potential impacts on business processes caused by the implementation of innovative solutions in sustainability</li> <li>Develop a business case for innovation solution in sustainability and propose it to heads of business units and senior stakeholders</li> <li>Assist and design the implementation plans for innovation initiatives/solutions in sustainability</li> </ul>	

#### SF TSCs needed

- Impact Indicators, Measurement and Reporting
- Sustainability Reporting
- Sustainability Risk Management

L3	L4	L5
L3	L4	L5
L3	L4	L5

Sustainable Finance Jobs Transformation Map Sustainable Finance Jobs Transformation Map Insurance | Digital and Data Analytics

# Innovation Management

# Context of change and impact on job tasks

As the requirements for clean, reliable and comparable sustainability data continue to grow, the job role holder will need to support job families to increase productivity and decrease operational inefficiencies (e.g. assessing sustainability performance, processing sustainability data for sustainability reports and identification of relevant sustainability risks) through the exploration of innovative sustainability-related technologies (e.g. blockchain and Generative AI, etc).

The job role holder would be job tasked with identifying feasible innovative ideas from employees internally and sourcing for innovative sustainability-related technologies externally. The job role holder would engage in deal negotiations and conduct necessary due diligence and documentation processes to acquire or collaborate with organisations possessing relevant sustainability-related technologies.

Additionally, the job role holder would be responsible for conducting Proof of Concept testing on selected sustainability-related technologies, evaluating the impact on the organisation and driving the implementation of these technologies across the businesses.

Overall, this job role holder will see significant changes in job tasks and will require specific sustainability knowledge to perform their responsibilities.

High augmentation Moderate augmentation Low augmentation

### Time horizon of impact: Within the next three years

processes and systems

#### Impact on key job tasks

Critical work function	Additional key job task	Impact on job task
Develop organisation's innovation competency	Collect data on sustainability-related technology that has helped similar organisations scale successfully     Draft, develop and endorse sustainability policies and frameworks to promote an innovative mindset and culture within the organisation     Allocate resources for the design, building and maintenance of innovative ideas in sustainability that are within acceptable risk levels     Oversee, deliver and assist internal training programmes on implementing sustainability innovative ideas, solutions and ways of working within the organisation	
Identify and drive business process improvement and innovation solutions	<ul> <li>Draft sustainability innovation initiatives and shortlist potential innovative solutions based on the business unit's strategies, pain points, existing processes and workflow</li> <li>Evaluate the effects of sustainability improvement and innovation initiatives on the organisation's business outcomes</li> <li>Assist and collaborate with cross-functional teams and business managers to conduct Proof of Concept testing and gather required data and design methods on sustainability innovation and process improvement</li> <li>Ensure that processes are aligned with the organisation's sustainability priorities and benchmarks as well as evolving sustainability regulations, disclosure requirements, and responsible banking standards</li> <li>Develop robust business cases by assessing the feasibility and financial impact of proposed processes and initiatives related to sustainability innovation initiatives</li> <li>Endorse and drive selected sustainability initiatives and systems to improve</li> </ul>	

Sustainable Finance Jobs Transformation Map

Insurance | Digital and Data Analytics

# Innovation Management

	High augmentation Moderate augmentation	Low augmentation
Critical work function	Additional key job task	Impact on job task
Identify disruptive technologies and acquire/partner suitable organisations	Conduct research projects and provide recommendations on disruptive sustainability-related technologies with the potential for acquisition/partnerships  Assist and manage legal, operational, intellectual property, information technology, human resources due diligence and documentation processes on potential and actual acquisitions/partnerships of disruptive sustainability technologies  Lead and conduct deal negotiations for the acquisitions/partnerships of disruptive sustainability-related technologies  Identify and evaluate potential consequences and changes in operational processes arising from the acquisitions/partnerships of disruptive sustainability-related technologies  Formulate and rollout implementation restructuring plans to integrate disruptive sustainability-related technologies	
Implement innovation and business process improvement activities	<ul> <li>Identify, implement and oversee the implementation of employees' innovative ideas in sustainability into existing business processes</li> <li>Research and assess the potential impacts on business processes caused by the implementation of innovative solutions in sustainability</li> <li>Develop a business case for innovation solution in sustainability and propose it to heads of business units and senior stakeholders</li> <li>Assist and design the implementation plans for innovation initiatives/solutions in sustainability</li> </ul>	

#### SF TSCs needed

Sustainability Reporting

Sustainability Risk Management

•	Impact Indicators,	Measurement and	Reporting
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orting L3

\_4 L

L3

4 L5