

● Product Management

Context of change and impact on job tasks

Retail Banking products are focused on providing sustainable investments and sustainable financing for retail banking clients (e.g. green car loans, sustainable mutual funds). This job role holder will need to incorporate sustainability considerations across the product management lifecycle, from assessment of suitability for sustainable finance products to channel management decisions.

The job role holder should ensure that the bank’s sustainable finance product mix is suitable to address the sustainable finance product demand from retail customers. The job role holder also needs to recognise and analyse the different sustainability preferences and needs of different retail market segments. The ability to manage channels for different sustainable finance products would also be required (e.g. selection of marketing and customer acquisition channels for different sustainable finance products). The job role holder needs to consider sustainability KPIs during the analysis of product performance.

A familiarity with sustainability considerations in the pricing model is required to appropriately adjust pricing for sustainable finance products. The sustainability risks and financial risks due to offering the sustainable finance product would also need to be managed by the role holder.

Time horizon of impact: Immediate

Impact on key job tasks

● High augmentation ● Moderate augmentation ● Low augmentation

Critical work function	Additional key job task	Impact on job task
Ensure product relevance and suitability	<ul style="list-style-type: none">Evaluate overall product portfolio against suitability to business sustainability strategiesEnsure that products are in compliance with sustainability-related regulatory and international trade guidelinesAnalyse product performance data of sustainable finance products to identify trends, highlights and patterns for reporting to senior stakeholders	●
Oversee product and / or client channels and strategies	<ul style="list-style-type: none">Collaborate with relevant teams to formulate pricing strategies and marketing mix of sustainable finance products and servicesDevelop channel ideas based on market trends and analyses of sustainable finance products to ensure business needs and strategic sustainability objectives are metPropose channel prioritisation strategies that are appropriate for sustainable finance products	●
Manage product financials and risks	<ul style="list-style-type: none">Incorporate sustainability considerations when reviewing business assumptions, parameters and thresholds in product financial risk assessments to ensure relevance and compliance with organisational sustainability procedures and policiesConduct training for new client-facing employees on sustainable finance product knowledge to avoid misrepresentation of sustainability financial productsCollaborate with relevant teams to determine level of financial risks involved when offering sustainable finance products and methods to mitigate these risks	●

SF TSCs needed

• Sustainability Risk Management	L3	L4	L5
• Sustainable Investment Management	L3	L4	L5
• Sustainable Lending Instruments Structuring	L3	L4	L5
• Taxonomy Application	L3	L4	L5

● Product Management

Context of change and impact on job tasks

Corporate Banks are supporting their clients on their sustainability journey and providing sustainable financing. The job role holder will need to incorporate sustainability considerations across the product management lifecycle of sustainable finance products, from assessment of suitability to channel management decisions.

The job role holder should ensure that the bank’s sustainable finance product mix is suitable to address the sustainable finance product demand from corporate banking clients as well as analyse the different sustainability preferences and needs of different corporate banking client sectors or market segments.

Management of channels for different sustainable finance products would also be required (e.g. selection of marketing and customer acquisition channels for different sustainable finance products). The job role holder should also monitor key sustainability performance metrics during the analysis of product performance.

A familiarity with sustainability considerations is required to appropriately adjust pricing for sustainable finance products. The sustainability risks and financial risks due to offering the sustainable finance product would also need to be managed by the job role holder.

Time horizon of impact: Immediate

Impact on key job tasks

● High augmentation ● Moderate augmentation ● Low augmentation

Critical work function	Additional key job task	Impact on job task
Ensure product relevance and suitability	<ul style="list-style-type: none">Evaluate overall product portfolio against suitability to business sustainability strategiesEnsure that products are in compliance with sustainability regulatory and international trade guidelinesAnalyse product performance data of sustainable finance products to identify trends, highlights and patterns for reporting to senior stakeholders	●
Oversee product and / or client channels and strategies	<ul style="list-style-type: none">Collaborate with relevant teams to formulate pricing strategies and marketing mix of sustainable finance products and servicesDevelop channel ideas based on market trends and analyses of sustainable finance products to ensure business needs and sustainability agenda are metPropose channel prioritisation strategies that are appropriate for sustainable finance products	●
Manage product financials and risks	<ul style="list-style-type: none">Incorporate sustainability considerations when reviewing business assumptions, parameters and thresholds in product financial risk assessments to ensure relevance and compliance with organisational sustainability procedures and policiesConduct training for new client-facing employees on sustainable finance product knowledge to avoid misrepresentation of sustainable finance productsCollaborate with relevant teams to determine level of financial risks involved when offering sustainable finance products and methods to mitigate these risks	●

SF TSCs needed

• Impact Indicators, Measurement and Reporting	L3	L4	L5
• Sustainability Risk Management	L3	L4	L5
• Sustainable Lending Instruments Structuring	L3	L4	L5
• Taxonomy Application	L3	L4	L5

● Product Management

Context of change and impact on job tasks

Private Banking products are focused on providing sustainable investments as well as philanthropy and impact investing opportunities for private banking clients (e.g. sustainability structured products, social impact funds). This job role holder will need to incorporate sustainability considerations across the product management lifecycle, from assessment of suitability for sustainable finance products to channel management decisions.

The job role holder should ensure that the bank’s sustainable finance product mix is suitable to address the sustainable finance product demand from private banking customers. The job role holder also needs to recognise and analyse the different sustainability preferences and needs of different private banking customer market segments.

Management of channels for different sustainable finance products would be required (e.g. selection of marketing and customer acquisition channels for different sustainable finance products). The job role holder needs to consider sustainability performance metrics during the analysis of product performance. This is important for impact investing products as familiarity with the relevant impact indicators and metrics are required to measure and report the impact the investments have made to private banking clients.

A familiarity with sustainability considerations in the pricing model is required to appropriately adjust pricing for sustainable finance products. The sustainability risks and financial risks due to offering the sustainable finance product would also need to be managed by the job role holder.

Time horizon of impact: Immediate

Impact on key job tasks

● High augmentation ● Moderate augmentation ● Low augmentation

Critical work function	Additional key job task	Impact on job task
Ensure product relevance and suitability	<ul style="list-style-type: none">Evaluate overall product portfolio against suitability to business sustainability strategiesEnsure that products are in compliance with sustainability-related regulatory and international trade guidelinesAnalyse product performance data of sustainable finance products to identify trends, highlights and patterns for reporting to senior stakeholders	●
Oversee product and/or client channels and strategies	<ul style="list-style-type: none">Collaborate with relevant teams to formulate pricing strategies and marketing mix of sustainable finance products and servicesDevelop channel ideas based on market trends and analyses of sustainable finance products to ensure business needs and strategic sustainability objectives are metPropose channel prioritisation strategies that are appropriate for sustainable finance products	●
Manage product financials and risks	<ul style="list-style-type: none">Incorporate sustainability considerations when reviewing business assumptions, parameters and thresholds in product financial risk assessments to ensure relevance and compliance with organisational sustainability procedures and policiesConduct training for new client-facing employees on sustainable finance product knowledge to avoid misrepresentation of sustainable finance productsCollaborate with relevant teams to determine level of financial risks involved when offering sustainable finance products and methods to mitigate these risks	●

● Product Management

SF TSCs needed

- Impact Indicators, Measurement and Reporting
- Sustainable Investment Management
- Sustainability Risk Management
- Taxonomy Application

L3	L4	L5
L3	L4	L5
L3	L4	L5
L3	L4	L5

● Product Management

Context of change and impact on job tasks

Asset Managers are creating a range of innovative investment products for investors that want exposure to the investment opportunities being created in the transition and decarbonisation of the real economy sectors to more sustainable business practices. The job role holder will be expanded to manage funds with a sustainability focus and will need to adapt product management processes from suitability assessments to channel management decisions by incorporating sustainability considerations.

The job role holder should ensure that the product mix of sustainability elated funds is suitable to address the sustainable finance product demand from investors as well as recognise and analyse the different sustainability preferences and needs of investors in various market segments.

Management of channels for different sustainable finance products would also be required (e.g. selection of marketing and customer acquisition channels for different sustainability thematic funds). The job role holder should also be able to consider sustainability performance metrics during the analysis of product performance.

A familiarity with sustainability considerations is required to appropriately adjust pricing or expense ratios for sustainability focused funds. The sustainability risks and financial risks due to offering the sustainability focused fund would also need to be managed by the job role holder.

Time horizon of impact: Immediate

Impact on key job tasks

● High augmentation ● Moderate augmentation ● Low augmentation

Critical work function	Additional key job task	Impact on job task
Ensure product relevance and stability	<ul style="list-style-type: none">Evaluate overall product portfolio against suitability to business sustainability strategiesEnsure that products are in compliance with sustainability regulatory and international trade guidelinesAnalyse product performance data of sustainable finance products to identify trends, highlights and patterns for reporting to senior stakeholders	●
Oversee product and/or client channels and strategies	<ul style="list-style-type: none">Collaborate with relevant teams to formulate pricing strategies and marketing mix of sustainable finance products and servicesDevelop channel ideas based on market trends and analyses of sustainable finance products to ensure business needs and strategic sustainability agenda are metPropose channel prioritisation strategies that are appropriate for sustainable finance products	●
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SF TSCs needed

• Sustainable Investment Management	L3	L4	L5
• Sustainability Risk Management	L3	L4	L5
• Taxonomy Application	L3	L4	L5

● Product Management

Context of change and impact on job tasks

With sustainability-liability insurance products as well as Insurance Based Investment Products (IBIPs) being offered by Insurers, the job role holder will need to manage such products; from assessment of suitability to channel management decisions.

The job role holder should ensure that the product mix of sustainability-liability insurance products or IBIPs are suitable to address the sustainable finance product demand from insurance buyers as well as recognise and analyse the different sustainability preferences and needs of insurance buyers in various market segments.

Management of channels suitable for different sustainability insurance products would also be required (e.g. selection of different marketing and customer acquisition channels). The job role holder needs to consider sustainability performance metrics during the analysis of insurance product performance.

A familiarity with sustainability considerations is required to appropriately adjust pricing for sustainability focused insurance products. With sustainability-liability insurance products, additional sustainability risks needs to be considered and the financial risks affected by sustainability factors also need to be managed by the job role holder.

Time horizon of impact: Immediate

Impact on key job tasks

● High augmentation ● Moderate augmentation ● Low augmentation

Critical work function	Additional key job task	Impact on job task
Ensure product relevance and suitability	<ul style="list-style-type: none">Evaluate overall product portfolio against suitability to business sustainability strategiesEnsure that products are in compliance with sustainability regulatory and international trade guidelinesAnalyse product performance data of sustainable finance products to identify trends, highlights and patterns for reporting to senior stakeholders	●
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SF TSCs needed

• Sustainable Insurance and Re-Insurance Solutions and Applications	L3	L4	L5
• Sustainable Investment Management	L3	L4	L5
• Sustainability Risk Management	L3	L4	L5
• Taxonomy Application	L3	L4	L5

● Product Management

Context of change and impact on job tasks

Investment Banking products are supporting their clients on their sustainability journey and providing sustainable financing. The job role holder will need to incorporate sustainability considerations across the product management lifecycle of sustainable finance products, from assessment of suitability to channel management decisions.

The job role holder should ensure that the bank’s sustainable finance product mix is suitable to address the sustainable finance product demand from investment banking clients as well as analyse the different sustainability preferences and needs of different investment banking client sectors or market segments.

Management of channels for different sustainable finance products would also be required (e.g. selection of marketing and customer acquisition channels for different sustainable finance products). The job role holder should also monitor key sustainability performance metrics during the analysis of product performance.

A familiarity with sustainability considerations is required to appropriately adjust pricing for sustainable finance products. The sustainability risks and financial risks due to offering the sustainable finance product would also need to be managed by the job role holder.

Time horizon of impact: Immediate

Impact on key job tasks

● High augmentation ● Moderate augmentation ● Low augmentation

Critical work function	Additional key job task	Impact on job task
Ensure product relevance and suitability	<ul style="list-style-type: none">Evaluate overall product portfolio against suitability to business sustainability strategiesEnsure that products are in compliance with sustainability regulatory and international trade guidelinesAnalyse product performance data of sustainable finance products to identify trends, highlights and patterns for reporting to senior stakeholders	●
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SF TSCs needed

• Impact Indicators, Measurement and Reporting	L3	L4	L5
• Sustainability Risk Management	L3	L4	L5
• Sustainable Lending Instruments Structuring	L3	L4	L5
• Taxonomy Application	L3	L4	L5