

Risk Strategy

Context of change and impact on job tasks

As sustainability becomes increasingly integrated into the core of the Retail Banking through the launch of sustainable financial products (e.g. green deposits, green mortgages and sustainability funds), this job role holder will need to consider sustainability risks (e.g. environmental risks such as climate change and pollution, social risks such as labour practices, governance risks such as board effectiveness and anti-corruption measures) and how they will impact a Retail Bank’s investments, investment offerings and financing when developing and implementing Enterprise Risk Management (ERM) policies and frameworks.

A deep understanding of sustainability risks is needed to identify key risk indicators (KRIs) and develop risk modelling and measurement techniques to enable effective analysis of sustainability risks for the organisation. Similarly, the organisation’s risk tolerance and risk appetite should be updated to include sustainability-related factors and specifications on exclusion lists for investment activities and sectors that contradict with organisation’s sustainability agenda and sustainability targets.

The job role holder will need to work closely with all risks disciplines in the organisation to communicate sustainability risks and ensure that sustainability risks are embedded within all risks types (e.g. market and liquidity risks, credit risks, operational risks) and decision making processes. In addition to current activities in monitoring the external market conditions, the job role holder will need to keep track of evolving guidelines and industry standards which are related to sustainability risks to identify possible impact on the organisation.

Time horizon of impact: Immediate

Projected % increase in FTE (by year)^a

2025	2027	2032
11%	14%	14%

Impact on key job tasks

High augmentation Moderate augmentation Low augmentation

Critical work function	Additional key job task	Impact on job task
Maintain Enterprise Risk Management (ERM) framework	<ul style="list-style-type: none">Aggregate key risk indicators (KRIs) for sustainability risks (e.g. environmental risks such as climate change and pollution, social risks such as labour practices and customer privacy, governance risks such as board effectiveness and anti-corruption measures) and integrate them into ERM frameworkIncorporate risk modelling and measurement techniques to enable effective analysis of sustainability risks for the organisation and across different business portfolios within the organisationDefine acceptable risk tolerance and risk appetite levels for organisation-wide risks, including considerations for sustainability risks and exclusion list that specifies activities and sectors for investments that contradict with bank's sustainability agenda and sustainability targets	
Identify and implement controls for enterprise / organisation risks	<ul style="list-style-type: none">Keep abreast of sustainability-related regulatory changes which are relevant to the organisation and assess how changes in regulations impact its ERM framework and communicate required actions to manage risksWork with various risk disciplines in the organisation, including sustainability risks disciplines (if relevant), to align enterprise risk controls with different disciplines and to establish appropriate strategies to control identified priority areas of risks	

^a The projected increase in FTEs are aggregated numbers for the same job role across the different FS sub-sectors.

Risk Strategy

High augmentation Moderate augmentation Low augmentation

Critical work function	Additional key job task	Impact on job task
Implement ERM and consequence management activities	<ul style="list-style-type: none">Determine business impact and implications of sustainability-related disruptive events on organisation (e.g. natural disasters can cause widespread damage on physical property and incur significant costs, leading to a surge in funds withdrawal and demand for emergency loans, and exacerbating liquidity stresses in banks) and develop clear incident response plan which are aligned to organisation's sustainability objectivesRecommend mechanisms to address gaps in sustainability risk controls and consequence management activitiesInclude sustainability risks disciplines (if relevant) when developing cross-functional risk management initiatives and projects	
Monitor risk exposure	<ul style="list-style-type: none">Identify sustainability risk categories and implement sustainability risk identification procedures and methodologyConduct and collate stress testing results using different sustainability risks and climate scenarios, review findings and develop summary reports	

SF TSCs needed

- Climate Change Management
- Natural Capital Management
- Non-Financial Industry Sustainability Developments
- Sustainability Risk Management

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

Risk Strategy

Context of change and impact on job tasks

As sustainability becomes increasingly integrated into the core of the Private Banking wealth management practices as clients develop sustainability preferences and risk appetites, this job role holder will need to consider sustainability risks (e.g. environmental risks such as climate change and pollution, social risks such as labour practices, governance risks such as board effectiveness and anti-corruption measures) and how they will impact a client's investments and philanthropic activities when developing and implementing Enterprise Risk Management (ERM) policies and frameworks.

A deep understanding of sustainability risks is needed to understand key risk indicators (KRIs) and integrate risk modelling and measurement techniques to enable effective analysis of sustainability risks for the organisation's investment portfolios. Similarly, the organisation's risk tolerance and risk appetite should be updated to include sustainability-related factors and specifications on exclusion lists for activities and sectors that contradict with organisation's and client's sustainability agenda and sustainability targets.

The job role holder will need to work closely with all risks disciplines in the organisation to communicate sustainability risks and ensure that sustainability risks are embedded within all risks types (e.g. market and liquidity risks, credit risks, operational risks) and decision making processes. In addition to current activities in monitoring the external market conditions, the job role holder will need to keep track of evolving guidelines and industry standards which are related to sustainability risks to identify possible impact on its clients and to the organisation.

Time horizon of impact: Immediate

Projected % increase in FTE (by year)^a

2025	2027	2032
11%	14%	14%

Impact on key job tasks

Critical work function	Additional key job task	Impact on job task
Maintain Enterprise Risk Management (ERM) framework	<ul style="list-style-type: none">Aggregate key risk indicators (KRIs) for sustainability risks (e.g. environmental risks such as climate change and pollution, social risks such as labour practices and customer privacy, governance risks such as board effectiveness and anti-corruption measures) and integrate them into ERM frameworkIncorporate risk modelling and measurement techniques to enable effective analysis of sustainability risks for the organisation and across different business portfolios within the organisationDefine acceptable risk tolerance and risk appetite levels for organisation-wide risks, including considerations for sustainability risks and exclusion list that specifies activities and sectors for investments that contradict with bank's sustainability agenda and sustainability targets	
Identify and implement controls for enterprise / organisation risks	<ul style="list-style-type: none">Keep abreast of sustainability-related regulatory changes which are relevant to the organisation and assess how changes in regulations impact its ERM framework and communicate required actions to manage risksWork with various risk disciplines in the organisation, including sustainability risks disciplines (if relevant), to align enterprise risk controls with different disciplines and to establish appropriate strategies to control identified priority areas of risks	

^a The projected increase in FTEs are aggregated numbers for the same job role across the different FS sub-sectors.

Risk Strategy

Critical work function	Additional key job task	Impact on job task
Implement ERM and consequence management activities	<ul style="list-style-type: none">Determine business impact and implications of sustainability-related disruptive events on client portfolios (e.g. natural disasters can cause widespread damage on physical property and incur significant costs, leading to a surge in funds withdrawal and demand for emergency loans, and exacerbating liquidity stresses in banks) and develop clear incident response plan which are aligned to client's and organisation's sustainability agendaRecommend mechanisms to address gaps in sustainability risk controls and consequence management activitiesInclude sustainability risks disciplines (if relevant) when developing cross-functional risk management initiatives and projects	
Monitor risk exposure	<ul style="list-style-type: none">Identify sustainability risk categories and implement sustainability risk identification procedures and methodologyConduct and collate stress testing results using different sustainability risks and climate scenarios, review findings and develop summary reports	

SF TSCs needed

Climate Change Management	L3	L4	L5
Natural Capital Management	L3	L4	L5
Non-Financial Industry Sustainability Developments	L3	L4	L5
Sustainability Risk Management	L3	L4	L5

Risk Strategy

Context of change and impact on job tasks

As sustainability becomes increasingly integrated into the core of Corporate Banking business practices, the job role holder will need to include considerations of sustainability risks (e.g. environmental risks such as climate change and pollution, social risks such as labour practices, governance risks such as board effectiveness and anti-corruption measures) and how it will impact corporate clients (non-financial industries) when developing and implementing Enterprise Risk Management (ERM) policies and frameworks.

A deep understanding of sustainability risks is needed to identify key risk indicators (KRIs) and develop risk modelling and measurement techniques to enable effective analysis of sustainability risks for the organisation. Similarly, the organisation’s risk tolerance and risk appetite should be updated to include sustainability-related factors and specifications on exclusion lists for activities and sectors that contradict with organisation’s sustainability agenda.

The job role holder will need to work closely with all risks disciplines in the organisation to communicate sustainability risks and ensure that sustainability risks are embedded within all risks types (e.g. market and liquidity risks, credit risks, operational risks) and decision making processes.

In addition to current activities in monitoring the external market conditions, the job role holder will need to keep track of evolving guidelines and industry standards which are related to sustainability risks to identify possible impact on its clients and ultimately to the organisation

Time horizon of impact: Immediate

Projected % increase in FTE (by year)^a

2025	2027	2032
11%	14%	14%

Impact on key job tasks

Critical work function	Additional key job task	Impact on job task
Maintain Enterprise Risk Management (ERM) framework	<ul style="list-style-type: none">Aggregate key risk indicators (KRIs) for sustainability risks (e.g. environmental risks such as climate change and pollution, social risks such as labour practices and customer privacy, governance risks such as board effectiveness and anti-corruption measures) and integrate them into ERM frameworkIncorporate risk modelling and measurement techniques to enable effective analysis of sustainability risks for the organisation and across different business portfolios within the organisationDefine acceptable risk tolerance and risk appetite levels for organisation-wide risks, including considerations for sustainability risks and exclusion list that specifies activities and sectors for investments that contradict with bank's sustainability agenda	
Identify and implement controls for enterprise / organisation risks	<ul style="list-style-type: none">Keep abreast of sustainability-related regulatory changes which are relevant to the organisation and assess how changes in regulations impact its ERM framework and communicate required actions to manage risksWork with various risk disciplines in the organisation, including sustainability risks disciplines (if relevant), to align enterprise risk controls with different disciplines and to establish appropriate strategies to control identified priority areas of risks	

^a The projected increase in FTEs are aggregated numbers for the same job role across the different FS sub-sectors.

Risk Strategy

<div><div></div> High augmentation</div> <div><div></div> Moderate augmentation</div> <div><div></div> Low augmentation</div>		
Critical work function	Additional key job task	Impact on job task
Implement ERM and consequence management activities	<ul style="list-style-type: none">Determine business impact and implications of sustainability-related disruptive events on organisation (e.g. natural disasters can cause widespread damage on physical property and incur significant costs, leading to a surge in funds withdrawal and demand for emergency loans, and exacerbating liquidity stresses in banks) and develop clear incident response plan which are aligned to organisation’s sustainability agendaRecommend mechanisms to address gaps in sustainability risk controls and consequence management activitiesInclude sustainability risks disciplines (if relevant) when developing cross-functional risk management initiatives and projects	
Monitor risk exposure	<ul style="list-style-type: none">Identify sustainability risk categories and implement sustainability risk identification procedures and methodologyConduct and collate stress testing results using different sustainability risks and climate scenarios, review findings and develop summary reports	

SF TSCs needed

Climate Change Management	L3	L4	L5
Natural Capital Management	L3	L4	L5
Non-Financial Industry Sustainability Developments	L3	L4	L5
Sustainability Risk Management	L3	L4	L5

● Risk Strategy

Context of change and impact on job tasks

As sustainability becomes increasingly integrated into Investment Banking business practices, the job role holder will need to include considerations of sustainability risks (e.g. environmental risks such as climate change and pollution, social risks such as labour practices, governance risks such as board effectiveness and anti-corruption measures) and how they will impact the valuations and investors for underwritten securities and Mergers and Acquisitions (M&A) deals when developing as well as implementing Enterprise Risk Management (ERM) policies and frameworks.

A deep understanding of sustainability risks is needed to identify key risk indicators (KRIs) and develop risk modelling and measurement techniques to enable effective analysis of sustainability risks for clients and M&A targets. Similarly, the organisation's and client's risk tolerance and risk appetite should be updated to include sustainability factors and specifications on exclusion lists for activities and sectors that contradict with organisation's and client's sustainability agenda.

The job role holder will need to work closely with all risks disciplines in the organisation to communicate sustainability risks and ensure that sustainability risks are embedded within all risks types (e.g. market and liquidity risks, credit risks, operational risks) and decision making processes.



In addition to current activities in monitoring the external market conditions, the job role holder will need to keep track of evolving guidelines and industry standards which are related to sustainability risks to identify possible impact on its clients and the organisation.

Time horizon of impact: Immediate

Projected % increase in FTE (by year)^a


2025	2027	2032
11%	14%	14%


Impact on key job tasks


Critical work function	Additional key job task	Impact on job task
Maintain Enterprise Risk Management (ERM) Framework	<ul style="list-style-type: none">Aggregate key risk indicators (KRIs) for sustainability risks (e.g. environmental risks such as climate change and pollution, social risks such as labour practices and customer privacy, governance risks such as board effectiveness and anti-corruption measures) and integrate them into ERM frameworkIncorporate risk modelling and measurement techniques to enable effective analysis of sustainability risks for the organisation and across different business portfolios within the organisationDefine acceptable risk tolerance and risk appetite levels for organisation-wide risks, including considerations for sustainability risks and exclusion list that specifies activities and sectors for investments that contradict with bank's sustainability agenda	
Identify and implement controls for enterprise / organisation tasks	<ul style="list-style-type: none">Keep abreast of sustainability regulatory changes which are relevant to the organisation and assess how changes in regulations impact its ERM framework and communicate required actions to manage risksWork with various risk disciplines in the organisation, including sustainability risks disciplines (if relevant), to align enterprise risk controls with different disciplines and to establish appropriate strategies to control identified priority areas of risks	



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● Risk Strategy

 High augmentation

 Moderate augmentation

 Low augmentation

Critical work function	Additional key job task	Impact on job task
Implement ERM and consequence management activities	<ul style="list-style-type: none">Determine business impact and implications of sustainability disruptive events on organisation (e.g. natural disasters can cause widespread damage on physical property and incur significant costs, leading to a surge in funds withdrawal and demand for emergency loans, and exacerbating liquidity stresses in banks) and develop clear incident response plan which are aligned to organisation's sustainability agendaRecommend mechanisms to address gaps in sustainability risk controls and consequence management activitiesInclude sustainability risks disciplines (if relevant) when developing cross-functional risk management initiatives and projects	
Monitor risk exposure	<ul style="list-style-type: none">Identify sustainability risk categories and implement sustainability risk identification procedures and methodologyConduct and collate stress testing results using different sustainability risks and climate scenarios, review findings and develop summary reports	

SF TSCs needed

• Climate Change Management	L3	L4	L5
• Natural Capital Management	L3	L4	L5
• Non-Financial Industry Sustainability Developments	L3	L4	L5
• Sustainability Risk Management	L3	L4	L5

● Risk Strategy

Context of change and impact on job tasks

As investors and regulators prioritise sustainability and responsible investment practices, Asset Management firms will have to integrate sustainability considerations into the firm’s risk management framework. A Risk Strategy job role holder will be required to develop and implement Enterprise Risk Management (ERM) policies and frameworks, integrating considerations of sustainability risks (e.g. environmental risks such as climate change and pollution, social risks such as labour practices, governance risks such as board effectiveness and anti-corruption measures) and how it will impact the investment decision making and investment fund labelling.

A deep understanding of sustainability risks is needed to identify key risk indicators (KRIs) and develop risk modelling and measurement techniques to enable effective analysis of sustainability risks for investments and investment funds Similarly, the organisation’s risk tolerance and risk appetite should be updated to include sustainability factors and specifications on exclusion lists for activities and sectors that contradict with organisation’s sustainability agenda and sustainability targets.

The job role holder will need to work closely with all risks disciplines in the organisation to communicate sustainability risks and ensure that sustainability risks are embedded within all risks types (e.g. market and liquidity risks, credit risks, operational risks) and decision making processes.

In addition to current activities in monitoring the external market conditions, the job role holder will need to keep track of evolving guidelines and industry standards which are related to sustainability risks to identify possible impact the organisation.

Time horizon of impact: Within the next three years

Projected % increase in FTE (by year)^a

2025	2027	2032
11%	14%	14%

Impact on key job tasks

● High augmentation ● Moderate augmentation ● Low augmentation

Critical work function	Additional key job task	Impact on job task
Maintain Enterprise Risk Management (ERM) Framework	<ul style="list-style-type: none">Aggregate key risk indicators (KRIs) for sustainability risks (e.g. environmental risks such as climate change and pollution, social risks such as labour practices and customer privacy, governance risks such as board effectiveness and anti-corruption measures) and integrate them into ERM frameworkIncorporate risk modelling and measurement techniques to enable effective analysis of sustainability risks for the organisation and across different business portfolios within the organisationDefine acceptable risk tolerance and risk appetite levels for organisation-wide risks, including considerations for sustainability risks and exclusion list that specifies activities and sectors for investments that contradict with the organisation’s sustainability agenda and sustainability targets	●
Identify and implement controls for enterprise/organisa tion risks	<ul style="list-style-type: none">Keep abreast of sustainability regulatory changes which are relevant to the organisation and assess how changes in regulations impact its ERM framework and communicate required actions to manage risksWork with various risk disciplines in the organisation, including sustainability risks disciplines (if relevant), to align enterprise risk controls with different disciplines and to establish appropriate strategies to control identified priority areas of risks	●

^a The projected increase in FTEs are aggregated numbers for the same job role across the different FS sub-sectors.

● Risk Strategy

● High augmentation ● Moderate augmentation ● Low augmentation

Critical work function	Additional key job task	Impact on job task
Implement ERM and consequence management activities	<ul style="list-style-type: none">Determine business impact and implications of sustainability disruptive events on investments and product offerings to develop clear incident response plan which are aligned to organisation’s sustainability agenda. Recommend mechanisms to address gaps in sustainability risk controls and consequence management activitiesIncluded sustainability risks disciplines (if relevant) when developing cross-functional risk management initiatives and projects	●
Monitor risk exposure	<ul style="list-style-type: none">Identify sustainability risk categories and implement sustainability risk identification procedures and methodologyConduct and collate stress testing results using different sustainability risks and climate scenarios, review findings and develop summary reports	●

SF TSCs needed

• Climate Change Management	L3	L4	L5
• Natural Capital Management	L3	L4	L5
• Non-Financial Industry Sustainability Developments	L3	L4	L5
• Sustainability Risk Management	L3	L4	L5