

## Level of Impact

## Medium Impact

## Job Expectations within the next 3 years

Critical Work Functions	Today	Within 3 Years
Develop enterprise risk management framework	<ul style="list-style-type: none"> <li>Develop risk management and governance plan, policies and trade control guidelines. Support enhancements of risk framework</li> <li>Develop reporting mechanisms to monitor and review ad-hoc risks and compliance issues</li> <li>Develop a communication plan for adherence to risk policies and facilitate knowledge sharing sessions</li> <li>Build a network of regulatory bodies to stay informed on risk updates</li> </ul>	<ul style="list-style-type: none"> <li><b>[AUGMENTED]</b> Develop advanced risk management strategies, risk criteria and frameworks taking into consideration the latest industry trends, macroeconomic climate, regulatory changes, ESG guidelines and technology risks</li> <li>Develop frameworks and processes that can build the organisation's resilience to unexpected events like supply chain disruption, natural disasters, pandemics, cyberattacks and unpredictable competitors</li> <li>Develop models for <b>predictive risk monitoring</b> which analyses both historical and current risks to provide alerts on emerging risks</li> <li>Develop recommendations on remediation plans and response strategies to inform risk framework enhancements and guidelines, and communicate these plans to all employees</li> <li>Liaise with regulatory bodies, industry and international networks to identify any changes in the business risk landscape</li> </ul>
Drive risk assessment processes	<ul style="list-style-type: none"> <li>Validate identified risk areas within functional areas across the business. Escalate high-risk profiles of severe business risk to internal stakeholders</li> <li>Review scenario analysis across prioritised risk profiles to inform approaches</li> <li>Lead development of risk assessment schedule</li> </ul>	<ul style="list-style-type: none"> <li><b>[AUGMENTED]</b> Leverage <b>data analytics</b> to identify, analyse and evaluate risk profiles across functional areas, and improve the organisation's tactical and strategic decisions based on risk appetite</li> <li>Implement <b>Counterparty Risk Management</b> programmes to improve the visibility of underlying risk exposures and minimise defaults on contractual obligations, enabling early mitigation of potential risks</li> <li><b>[NEW]</b> Leverage <b>advanced data analytics</b> to model outputs during <b>scenario modelling</b> and <b>stress testing</b> across prioritised and high-risk profiles to improve risk management approaches</li> <li><b>[AUGMENTED]</b> Automate risk schedule endorsements to reduce manual efforts and unnecessary layers of governance using technologies like <b>RPA</b></li> </ul>
Manage risk mitigation	<ul style="list-style-type: none"> <li>Develop and review the progress of the risk mitigation plan with functional tracks to minimise business risks</li> <li>Develop education or training programmes on various business risks for internal stakeholders</li> </ul>	<ul style="list-style-type: none"> <li><b>[AUGMENTED]</b> Develop and review the progress of risk mitigation plans with different functions to reduce risk events and <b>automate alerts</b> when measures deviate from the plan</li> <li><b>[NEW]</b> Drive the adoption of <b>digital platforms</b> such as <b>CTRM systems</b> which provides an overall portfolio performance dashboard using a centralised view of data, trade execution and position monitoring</li> <li>Educate internal stakeholders on prevalent and emerging business risks so that they are well-versed on various risks that may impact the business</li> </ul>

## Job Expectations within the next 3 years

Critical Work Functions	Today	Within 3 Years
Drive collaboration of human resource, technology, finance and continuous improvement initiatives	<ul style="list-style-type: none"> <li>Develop department's financial budgeting process and track budget utilisation</li> <li>Support department's talent attraction, development and retention efforts</li> <li>Develop corporate governance measures</li> <li>Evaluate technologies for process improvement and innovation</li> </ul>	<ul style="list-style-type: none"> <li>Leverage <b>data analytics</b> and <b>BI applications</b> to improve processes, develop department's financial budget and optimise budget utilisation</li> <li>Identify opportunities for workforce development through <b>job redesign</b> and <b>reskilling/upskilling strategies</b></li> <li>Implement initiatives that are aligned with the organisation's <b>ESG strategy</b>. Support the development of <b>corporate governance measures</b> as applicable to the track/function</li> </ul>

## Job Adjacency

WITHIN WHOLESALE TRADE			OUTSIDE WHOLESALE TRADE		
Compliance Manager	Financial Analysis Manager	Internal Audit Manager	Compliance Manager	Fraud Control & Forensics Manager	Privacy Manager

## SKILL DIFFERENTIATORS

## Roles Specific

SKILL	DESCRIPTIONS
Advanced Data Analytics	Develop predictive analytics models using statistics, data mining, modelling, machine learning and data visualisation to develop insights to influence stakeholders' decision making and improve business/functional performance.
Counterparty Risk Management	Develop and refine risk criteria and mitigation approaches to reduce counterparty risks.
Risk-Adjusted Value Forecasting	Conduct forecasting based on analysis of multiple risks variables to generates a range of possible outcomes and probabilities and simulate future outcomes.
Scenario Modelling	Review scenario-based models that predict a range of outcomes and propose action plans to mitigate risks and maximise performance.

IN THE NEXT  
3-5 YEARS...

This role will be expected to incorporate technologies like AI and predictive analytics to improve risk management processes. Over time, technologies like RPA will be leveraged to reduce manual efforts. Digital platforms like CTRM systems will continue to remain vital, and the role will focus on interpreting data from different systems. The role will be expected to stay up-to-date on the latest industry developments and cross-border regulatory and compliance requirements. It will also be necessary for the role to understand and plan for emerging risks related to ESG and cybersecurity. The role will partner with the business on risk education, assessment and mitigation and build relationships with external stakeholders like regulators and industry bodies.

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