

Approved
by the Chief Executive Officer and the Risk Management Committee
of the Financial Institution “ _____ ”

Meeting Minutes
No _____
of _____ 20__

Signature of the Chief Executive Officer

dated this __ day of _____, 20__

Signature of the Chairperson of Risk Management Committee

dated this __ day of _____, 20__

RISK MANAGEMENT DEPARTMENT CHARTER

OF THE FINANCIAL INSTITUTION

“ _____ ”

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Color Coding Conventions:

Black colored provisions: Minimum acceptable provisions which are considered minimum requirements that the organization should be in compliance with.

Green colored provisions: Better provisions which represent further steps to strengthen corporate governance and risk management in the organization.

Blue colored provisions: Desirable provisions which indicate that the organization has more mature corporate governance and a more established risk management system.

Red colored provisions: Best practice provisions which indicate that the organization aspires to conform with the highest international corporate governance and risk management practices.

1. General Provision

- 1.1. The Risk Management Department (RMD) is a business function set up to manage the risk management process on day-to-day basis. The RMD is incorporated into the Bank's Risk Management Framework. The risk management process, to which the RMD is responsible, shall be integrated into the Bank's internal control system.
- 1.2. This Charter defines the mission, scope of work, organization, accountability, authority and responsibilities of the RMD of the Bank. It governs how the Chief Risk Officer and other staff of the department discharge their duties and conduct risk management activities within the overall Risk Management Framework of the Bank.

2. Definitions

- 2.1. For the purposes of this Charter, the terms used as follows shall have the following meanings:

- | | |
|---------------------------------------|---|
| 2.1.1. Business Continuity Plan (BCP) | - a documented collection of procedures and information that are developed, compiled, and maintained in readiness for use in an incident to enable an organization to continue to deliver its critical products and services at an acceptable predefined level. |
| 2.1.2 Business Continuity Planning | - the process of developing prior arrangements and procedures that enable an organization to respond to an event in such a manner that critical business functions can continue within planned levels of disruption. The end result of the planning process is the BC Plan. |
| 2.1.3 Chief Risk Officer | - the most senior executive responsible for risk management of the Bank. Similar titles may include Director of Risk Management or Head of Risk Management. The position reports functionally to the Risk Management Committee of the Board and with a dotted reporting line to the Chief Executive Officer administratively. |
| 2.1.4 Compliance Risk | - risk of legal or regulatory sanctions, material framework loss, or loss to reputation a business may suffer as a result of its failure to comply with laws, regulations, rules, related self-regulatory organizational standards, and codes of conduct applicable to its business activities. |
| 2.1.5 Counterparty Risk | - risk to each party of a contract that the counterparty will not live up to its contractual obligations. |
| 2.1.6 Credit Risk | - the risk of loss arising from a borrower or buyer who does not make payments as promised in a transaction. Such an Event is called a default (AKA Default Risk). |
| 2.1.7 Crisis Management | - the process by which an organization manages the wider |

impact of any situation until it is under control or a full BCP is invoked. It can be used in situations in which the main activities are external such as dealing with malicious rumors, hostage taking, product failure or product recall.

- 2.1.8 Enterprise Risk Management
 - a process, effected by the Board of directors, Management and other personnel, applied in strategy setting and across the enterprise, designed to identify potential events that may affect the entity, and to manage risk to be within its risk appetite, to provide reasonable assurance regarding the achievement of entity objectives.
- 2.1.9 Event
 - an incident or occurrence, from sources internal or external to an entity that affects achievement of objectives.
- 2.1.10 Impact
 - result or effect of an Event. There may be a range of possible impacts associated with an event. The impact of an event can be positive or negative relative to the entity's related objectives.
- 2.1.11 Independent Non-executive Directors
 - those Non-executive Directors who do not have any pecuniary relationship or transactions with the organization, its subsidiaries and its management that, in the opinion of the board, will affect their independence of judgment.
- 2.1.12 Internal Control
 - a process, effected by an entity's board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in (i) effectiveness and efficiency of operations; (ii) reliability of financial reporting; (iii) compliance with applicable laws and regulations.
- 2.1.13 Key Risk Indicators
 - metrics used by organizations to provide an early signal of increasing risk exposures in various areas of the enterprise.
- 2.1.14 Legal Risk
 - the risk of a loss being incurred on account of the unexpected application of a law or regulation, or because a contract cannot be enforced.
- 2.1.15 Liquidity Risk
 - in terms of a transaction between two parties, a risk that a party in a transaction suffers losses because a transaction cannot be carried out due to the lack of liquid fund by either party. In terms of financial market, a risk that the market as a whole runs out of liquidity and thus transactions are delayed.
- 2.1.16 Market Risk
 - risk that results from the characteristic behavior of an entire market or asset class.
- 2.1.17 Non-executive
 - directors who do not hold executive management

Directors	responsibilities within the organization.
2.1.18 Operational Risk	- the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. This definition includes Legal Risk, but excludes Strategic and Reputation risk.
2.1.19 Opportunities	- the possibility that an Event will occur and positively affect the achievement of objectives.
2.1.20 Reputation Risk	- risk arising from negative perception on the part of customers, counterparties, shareholders, investors or regulators that can adversely affect an organization's ability to maintain existing, or establish new, business relationships and continued access to funding.
2.1.21 Risk	- anything that can keep an enterprise from meeting its objectives.
2.1.22 Risk Analysis	- process to comprehend the nature of risk and to determine the level of risk
2.1.23 Risk Appetite	- the broad-based amount of risk that the Bank is willing to accept in pursuit of its mission (or vision).
2.1.24 Risk Assessment	- process of identifying the risks to an institution, assessing the critical functions necessary for an institution to continue its business operations, defining the controls in place to reduce organization exposure and evaluating the cost for such controls. Risk analysis often involves an evaluation of the probabilities of a particular Event.
2.1.25 Risk Culture	- a system of values and behavior that present throughout a bank that shape risk decisions.
2.1.26 Risk Governance	- Governance refers to the structure and process for the direction and control of companies. Risk governance applies the principles of good governance to the identification, assessment, management and communication of risks. It incorporates the principles of accountability, participation and transparency in setting the policies and structures to make and implement risk-related decisions.
2.1.27 Risk Management	- coordinated activities to direct and control an organization with regard to risk.
2.1.28 Risk Management Framework	- the complete set of components that provide the foundations and organizational arrangements for designing, implementing, monitoring, reviewing and continually improving Risk Management throughout the organization.
2.1.29 Risk Management	- a statement of the overall intentions and direction of an

Policy	organization related to risk management.
2.1.30 Risk Management Process	- the systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analyzing, evaluating, treating, monitoring and reviewing risk.
2.1.31 Risk Manager	- executive of the Risk Management Department responsible for risk management of the Bank. The position reports to the Chief Risk Officer.
2.1.32 Risk Measurement	- evaluation of the likelihood and extent (magnitude) of a risk.
2.1.33 Risk Tolerance	- the acceptable variation relative to the achievement of an objective.
2.1.34 Strategic Risk	- the risk of loss resulting from failure in execution of a business strategy.
2.1.35 Threat	- a downside, adverse risk event.
2.1.36 Uncertainty	- the spread in estimates for schedule, cost, performance arising from the expected range of outcomes.

3. Purpose and Scope of Work of the Risk Management Department

3.1. The RMD, under the leadership of the Chief Risk Officer (CRO), supports the Board level Risk Management Committee (the Committee) to perform the role of risk oversight, framework development, policy and methodology formulation, and independent monitoring and reporting of key risk issues. They together constitute the 2nd line of defence (refer to Section 5).

3.2. Specifically, the RMD aims to:

- 3.2.1. Coordinate the implementation of a Board-endorsed Risk Management Framework;
- 3.2.2. Check the methodologies and processes of managing risk are being followed in the manner intended;
- 3.2.3. Provide analytical support to the executive-level risk committees in formulating risk management strategies and making functional risk decisions;
- 3.2.4. Support management and business units in implementing the approved Risk Management Policies and processes, and ensure they are integrated into the business operations and with Internal Control and compliance processes;
- 3.2.5. Coordinate the process to identify, measure, control or mitigate, treat, monitor and report risk exposures;
- 3.2.6. Keep the Board and management informed of the latest development in international standards and practices on Risk Management (in general and specific to financial institutions); and
- 3.2.7. Provide technical advice and support to the Board and management in improving and advancing the Risk Management system of the Bank as the

legal and regulatory environment, standards and/or the business focus of the Bank change.

3.3. The RMD covers both downside risks and upside potentials that may have implications on the Bank's ability to meet its objectives. This encompasses all risks to the Bank, e.g., on- and off-balance sheet and at a group-wide, portfolio and business-line level. This includes the banking risks defined under Basel Accord, e.g., capital risk, credit risk, market risk, asset and liability management, operational risk and compliance, as well as other risks such as reputational risk, legal risk and cyber risk. The risk categories are defined in the Risk Management Policy.

4. Accountability and Authority

4.1. The RMD is [a unit within the Bank's operating departments operating with a degree of independence. / a separate budget center and operates independently of the business units whose activities and risk exposures it reviews.]

4.2. The RMD shall have access to all business lines that have the potential to generate material risk to the Bank. Line managers are required to cooperate with the Risk Managers.

4.3. The RMD reports to the CRO and is ultimately accountable to the Risk Management Committee on coordinating the effective and efficient running of the Bank's Risk Management Process which encompasses identification, assessment, control and report of risks. Appointment and movement of key staff within the RMD requires notification to and endorsement from the Committee.

4.4. The CRO shall be a member of the Management Board / Committee. Appointment and dismissal of the CRO shall be approved by the Committee.

4.5. The RMD, through the CRO, shall have direct access to management and the Board. The Board and senior management shall give the RMD the necessary support. Issues raised by the risk managers shall receive the necessary attention from the Board, senior management and business units.

5. Organization

5.1. Headed by the CRO, the RMD is a centralized unit organized into several units, each of which is specialized in one or several categories of risks. The organization of the department shall reflect the types of risks inherent in the Bank's products / services and the risk classifications by the regulatory regime (i.e. Basel II). The specialist units are, Credit Risk Management; Asset and Liability Management; Financial Market Risk and Reporting; and Operational Risk Management.

5.2. Similar risk management functions shall be set up for individual subsidiaries and overseas branch offices of the Bank. The exact structure of individual risk management teams may differ from one subsidiary to another. The group level RMD shall assume a coordinating role to ensure consistency.

5.3. The CRO, who reports functionally to the Committee and with a dotted reporting line to the Chief Executive Officer administratively, is responsible for and held accountable to the execution of the Risk Management Policy and development of risk management strategies at the Bank. Specifically, the CRO is responsible to:

- 5.3.1. Ensure the accuracy, completeness and currency of the Risk Register;
- 5.3.2. Ensure adequate and feasible risk control measures are in place;
- 5.3.3. Ensure risks are effectively monitored, updated, controlled and reported in accordance with the limits and parameters set by the Board;
- 5.3.4. Coordinate the running of the executive-level risk committees; and
- 5.3.5. Advise the Board, the Committee and management on technical matters related to risk management

A model job description of the CRO can be found in Annex 1.

5.4. The specialist units of the RMD support the various executive-level risk committees in managing and making decisions on risks under their respective remit. The organization of the RMD shall reflect the categorization of risk inherent to the Bank's products and services and shall be in such a way to efficiently and effectively support the executive-level risk committees.

- 5.4.1. Credit Risk Management (CRM) supports the Credit Committee on credit approval and management of the corporate loan portfolio. The unit develops and implements policies and procedures regarding credit risk, advises on credit proposals, reviews, waivers and amendments, and reviews loan impairments.
- 5.4.2. Asset & Liability Management (ALM) supports the Asset & Liability Management Committee (ALCO) to manage balance sheet and liquidity risks, based on the Bank's asset & liability policies. It is tasked with monitoring the capital adequacy of the Bank to ensure on-going compliance with the prevailing legislative and regulatory requirements. It also supports the Board to manage market and interest rate risks.
- 5.4.3. Financial Market Risk & Reporting (FMR&R) focuses on the management of credit risk related to financial markets products and advises on counterparty credit limits and issuer limits for financial institutions and corporate entities. It coordinates the measurement of risks (e.g. credit rating system for the loan portfolio) and report to different levels of management.
- 5.4.4. Operational Risk Management (ORM) supports the Operational Risk Committee to monitor and manage operational risks from the Bank's business and operational practices. It also coordinates the process for new product approval by the relevant risk committee.

5.5. Resources

- 5.5.1. The RMD shall be [adequately staffed to meet the regulatory requirements / **staffed with full time staff to implement the risk management strategy approved by the Risk Management Committee**].
- 5.5.2. The Risk Managers in the function shall have hands-on banking operation experience to enable them to have a good understanding of the business, the operations (and where risks lie) and know how and where to access information. **Members of the team shall possess the relevant professional qualifications such as Professional Risk Manager (PRM) awarded by the Professional Risk Management International Association (PRIMIA), Financial Risk Manager (FRM) awarded by the Global Association of Risk Professionals (GARP), membership of the Institute of Risk Management (FIRM, MIRM). Other related qualifications such as those in banking or internal audit will also be relevant.**

- 5.5.3. Staff of the RMD shall be provided with the on-going technical training in risk management specifically for financial institutions. Training on soft skills to deal with people and processes shall be provided. Resources shall also be provided to enable members of the team to gain the relevant professional qualifications.
- 5.5.4. Staff of the RMD should be familiar with the relevant standards and regulations in all jurisdictions in which the Bank operates.
- 5.5.5. Staff of the RMD should be familiar with the relevant framework for Risk Management and Internal Control in banking (such as the risk management requirements under the Basel Accord and the Bank of International Settlement's (BIS) Framework for Internal Control in Banking Organizations). They shall also be aware of international standards and practices in risk management such as ISO 31000 and other standards which may be more widely adopted in jurisdictions in which the Bank operates such as COSO ERM Framework: 2004 or AS/NZS 1SO 31000: 2009.

5.6. Personal Attributes of the RMD staff

- 5.6.1. Members of the RMD shall possess the personal attributes of honesty, integrity and high degree of ethical standard. They shall have the necessary quantitative and analytical skills to assess and analyze risks in operations.
- 5.6.2. They shall have the interpersonal and communication skills to work with management and business units while not being afraid to challenge them on risk issues.
- 5.6.3. Given the risk landscape continues to evolve and change, they shall have an open mind and be aspired to change.

6. Responsibilities

- 6.1. Under the leadership of the CRO, the department supports the Board and the Risk Management Committee in management of the Risk Management Framework, and setting of the relevant Risk Management Policies and Risk Appetite / Tolerance limits. Based on the framework and policies, the RMD is responsible for coordinating the process to identify, measure, control or mitigate, treat, monitor and report on risk exposures. Specific duties of the RMD within the Risk Management Framework include the components discussed under this Section 6.1.

6.2. Risk Governance

- 6.2.1. Risk Governance entails the setting, at corporate level, of policies and strategy to manage risks. Under the oversight of the Risk Management Committee, the RMD is responsible to:
 - 6.2.1.1. Assist in developing the Risk Management Policy and Process [to meet regulatory requirements in Risk Management / to manage critical to the Bank's operations, particularly the Operational Risks / to manage risks critical to the Bank's operations including non-financial risks / to manage risks critical to the Bank, including Strategic Risks].

- 6.2.1.2. Assist the CRO to develop an overall Risk Management strategy, including specific strategies for capital and liquidity management as well as for credit market, operation, compliance, reputational and other key risks of the Bank;
- 6.2.1.3. Provide analytical and administrative support to the operations of the executive -level risk committees and management in discharging their duties in relation to Risk Management;
- 6.2.1.4. Coordinate the development of a Business Continuity strategy and plans to ensure Business Continuity in the events of Business Interruption;
- 6.2.1.5. Keep up to date with development and changes in the legal / regulatory regime, external risk landscape, international standards and methodologies related to Risk Management; and
- 6.2.1.6. Supporting management to inculcate a Risk Culture throughout the organization.

6.3. Risk Appetite / Tolerance

- 6.3.1. Provide analytical support for the setting of Risk Appetite / Tolerance levels, including specific internal limits for various risk categories such as capital adequacy and liquidity management; and
- 6.3.2. Review at least annually or upon request by the Committee the Risk Appetite / Tolerance based on changes and development of the Bank's business and the legislative and regulatory requirements, and make recommendations to the Risk Management Committee as appropriate.

6.4. Risk Identification, Assessments, Control and Monitoring

- 6.4.1. Set up the Risk Management Process based on standards adopted by the Bank;
- 6.4.2. Set up the risk identification and assessment methodologies, and provide technical support to management and business units;
- 6.4.3. Coordinate periodic risk assessments by:
 - 6.4.3.1. checking the Bank's risk exposures against approved limits;
 - 6.4.3.2. checking the impact on the Bank's capital requirements and other regulatory requirements; and
 - 6.4.3.3. managing the overall Risk Appetite / Tolerance levels as well as sub-limited by risk categories / units / countries and reporting exceptions
- 6.4.4. Monitor the key risks and Key Risks Indicators, report anomalies, escalate risk issues and recommend corrective actions;
- 6.4.5. Coordinate the set up and maintenance of a Risk Register and other risk information with clearly defined risk categories and risks;
- 6.4.6. Provide analytical and administrative support to the business units in Risk Assessment and Measurements;
- 6.4.7. Facilitate the integration of Risk Management into daily business operations;
- 6.4.8. Support the implementation of an enterprise-wide Risk Management Process in accordance with international standards (such as ISO 31000); and
- 6.4.9. Review periodically, under the direction of the CRO and/or guidance of external advisors, the effectiveness of the Risk Management System in light of changes to its risk profile and the external risk landscape.

6.5. Risk Decision Support at Management Level

- 6.5.1. Individual units of the RMD provide support to management in managing various risks, approving financial products and transactions, and safeguarding various risk limits. The RMD is responsible to:
 - 6.5.1.1. Perform quantitative and qualitative assessment of risks the Bank is exposed to;
 - 6.5.1.2. Perform assessment of operation efficiency with allowance for Operational Risks;
 - 6.5.1.3. Support investigations of incidents and near misses;
 - 6.5.1.4. On the basis of the overall Risk Appetite / Tolerance of the Bank, prepare proposals on risk limits to be considered at the various executive-level risk committees such as the Credit Committee and the Asset & Liability Management Committee;
 - 6.5.1.5. Implement IT solutions to Risk Management Process; and
 - 6.5.1.6. Provide analytical support to ensure compliance with Basel II in terms of the three pillars, namely, minimum capital requirements, the supervisory review process and market disciplines.

6.6. Risk Communication and Reporting

- 6.6.1. Maintain and ensure consistency of the categorization and definitions of risks and terminologies used throughout the Bank;
- 6.6.2. Document the Risk Management / Measurement programme of the Bank;
- 6.6.3. Collate the report of Key Risk Indicators and other relevant risk information;
- 6.6.4. Review and recommend to management format and content of risk reports to different levels of management and operations;
- 6.6.5. Check risk information provided by management is complete and accurate and management has made all reasonable endeavor to identify and assess all key risks;
- 6.6.6. Disclose risk information externally, specifically price-sensitive information in accordance with the disclosure policy approved by the Board;
- 6.6.7. Prepare reports on significant risks based on the Board-approved criteria for reporting and escalation of risks to management, the Risk Management Committee and the Board;
- 6.6.8. The CRO or equivalent shall provide regular updates to the Committee on changes in the banking regulations and their impacts on the Bank's Risk Management System. The incumbent shall also provide regular reports to the Committee on the capital markets activities in which the Bank is involved – such as securitization and off-balance sheet activities – and the impacts on the Bank's risk profile;
- 6.6.9. The CRO or equivalent shall keep the Committee informed of any issues related to the top 10 Strategic and Operational risks and their impacts on the Bank in meeting its business objectives; and
- 6.6.10. Provide analytical and editorial support to the Risk Management Committee on drafting the annual report to the Board on the state of Risk Management, together with areas requiring improvement and the Committee's recommendations to address risk issues;

6.7. Business Continuity Planning

- 6.7.1. Coordinate the development of Business Continuity Plan which is ready to invoke in response to natural or man-made events that may lead to business interruption and/or losses to the Bank. The plan shall lay down detailed organization, procedures, checklists and templates to enable efficient and effective responses to a crisis, continuity of critical business functions, and

full recovery of the business operations. Specifically, the RMD is responsible to:

- 6.7.1.1. Manage development and implementation of the Business Continuity Plan (BCP);
- 6.7.1.2. Provide inputs, support and liaison as required to business units on the business continuity planning process to ensure plans are up to date and relevant;
- 6.7.1.3. Schedule and coordinate regular testing of plans;
- 6.7.1.4. Coordinate the escalation of the risk issues to the Committee, via the CRO, and activation of the BCP; and
- 6.7.1.5. Coordinate ongoing training, education and awareness of BCP.

6.7.2. The BCP shall require approval by the Committee. Details of the BCP shall be provided in the Bank's Business Continuity Planning Policy.

6.7.3. As the Bank's business grows, BCP shall be handled by a separate BCP unit.

7. Relationship with Management and Internal Audit

- 7.1. Management is responsible for managing risks and integrating risk management practices in day-to-day operations. The RMD shall coordinate and provide technical support to the business units with respect to risk management and check that the Risk Management Policy is properly implemented.
- 7.2. Through their support to the executive-level risk committees, the department is also a gatekeeper to ensure that risks are being managed with the relevant internal policies and limits.
- 7.3. The RMD is responsible for coordinating Risk Assessment and updating the Risk Register periodically. The assessment findings will be shared with Internal Audit who will use the information to formulate the audit plan.
- 7.4. Internal Audit is responsible for providing independent assurance on internal controls put in place by management on the business processes to detect specific risks and prevent them from happening. The RMD shall work with Internal Audit on identifying internal control weaknesses in relations to the risks identified and coordinating the implementation of control measures.

8. Communicating to External Stakeholders

- 8.1. The RMD shall coordinate with other departments such as Finance, Investor Relations and Corporate Communication to provide risk information as part of the communication process to external stakeholders under normal circumstances and in crisis situations. Such communication shall be part of the Corporate Communication Policy.
- 8.2. Under normal circumstances, the RMD shall assist the Committee on timely disclosure of Risk Management Policies and practices and foreseeable risk factors in accordance with relevant legal, regulatory and business requirements. For specific stakeholders, the Bank shall provide:
 - Information on the Bank's capital adequacy and risk management practices to the regulators to fulfill the regulatory requirements;

- Information to support risk assessment by rating agencies to support the rating exercise; and
- Potential risks of the banking products offered to the public / customers in accordance with the regulatory requirements and internal policies.

If the Bank is publicly listed, communication and disclosure of risk information, specifically information considered to be price sensitive, to the external parties shall adhere to the disclosure requirements laid down in the relevant listing rules and disclosure policies approved by the Board.

- 8.3. Communication to external stakeholders when major market incidents or crisis situations occur shall follow the policies and procedures laid down in the BCP (refer to Section 6.7).

9. Professional Standards

- 9.1. The RMD shall adhere to the professional standards required by law or regulation in the jurisdictions in which the Bank operates.
- 9.2. The RMD shall make reference to standards that may be more widely adopted in specific jurisdictions in which the Bank operates. For example, COSO ERM Framework: 2004 and AS/NZS ISO31000: 2009.
- 9.3. The RMD shall follow the relevant international standards in Risk Management. The main standard adopted by the Bank is ISO 31000:2009 (Risk Management – Principles and Guidelines). In addition, ISO/IEC 31010 is a supporting standard for ISO 31000 and provides guidance on selection and application of systematic techniques for Risk Assessment. It shall also adhere to the guidance on Risk Management issued by the Basel Committee.
- 9.4. The Risk Management professionals in the RMD shall follow the standards and code of conduct stipulated by the recognized professional organizations, such as the Institute of Risk Management, and the Global Association of Risk Professionals.

10. Evaluations

- 10.1. [The Charter shall be subject to periodic review as needed. / The CRO shall assess annually whether the purpose, scope, accountability, and responsibilities, as defined in this Charter, continue to be adequate to enable the RMD to accomplish its objectives. The result of this periodic assessment should be communicated to senior management and the Board of Director via the Risk Management Committee.]

Annex 1 Model Job Description of the Chief Risk Officer

POSITION TITLE	Chief Risk Officer
Reporting to:	Chairperson of the Risk Management Committee, with dotted reporting line to the Chief Executive Officer administratively
Role Purpose:	As the champion to facilitate the execution of the risk management framework and processes that are essential for the Bank in achieving its business objectives.

Main Responsibilities

- Assists the Board and senior management to establish and communicate the Bank's risk management principles, objectives and direction to staff
- Works with management in developing risk mitigation measures to address the Bank's key risks and to monitor their effectiveness
- Assists the CEO and the executive committee with capital and resource allocation decisions
- Champions the implementation of the risk assessment process and set up of risk registers
- Assists the Chief Executive Officer and the Risk Management Committee to develop and communicate risk management policies, risk appetite / tolerance level and risk limits on different corporate activities
- Implements appropriate risk reporting to the CEO, Bank Management Board, Risk Management Committee and full Board
- Participates in the evaluation and decision making of the executive-level risk committees on managing various risks including capital risk, credit risk, market risk, operational risk, reputation risk, and asset and liability management
- Works with business units to establish, maintain and continuously improve risk management capabilities at all levels, including training and education
- Assists management to integrate risk management with the strategy planning and development process
- Facilitates the Board and management to identify the key risks at strategic and business / operational levels and monitor those key risks across the Bank
- Provides an independent view from the risk angle on business planning and investment decisions
- Works with the Head of Internal Audit and the Chief Finance Officer to ensure alignment between the risk management process and internal audit and risk financing
- Develops and champions the implementation of an IT strategy to support risk

management

- Champions the development of ERM methodologies, tools and techniques
- Champions the implementation of enterprise-wide risk management framework and system in accordance with international standards and best practices

Requirements

- Degree-holder in risk management, finance, accounting or related disciplines
- Minimum 15 years of relevant working experience in risk management, compliance and/or internal audit, at least 8 years of which in a banking environment
- Additional qualifications including FRM or IRM would be desirable
- Proven track record in managing large scale enterprise risk management project

Core Competencies

- A sound understanding of Risk Management principles and philosophy
- A broad understanding of banking operations and products
- Ability to effectively identify issues, analyze the problems and root causes and provide solutions
- Ability to analyze and interpret large volumes of complex data
- Ability to communicate and work with people at different levels and from different background
- A keen and effective team player with excellent inter-personal skills
- Ability to understand and interpret financial information and principles
- Excellent project management skills
- Ability to think strategically
- Ability to motivate and influence others, including those who are in more senior positions
- Sound technical knowledge of Enterprise Risk Management methodologies, tools and techniques