

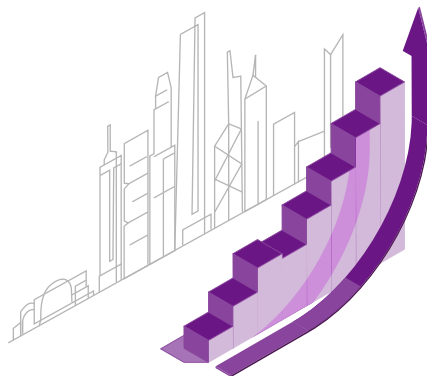
Joint Paper on Capacity Building for Future Banking 2026 - 2030



About the Study

- **Background:** Launched in August 2025 by the Hong Kong Monetary Authority (HKMA), The Hong Kong Association of Banks (HKAB) and The Hong Kong Institute of Bankers.
- **Purpose:** Identify emerging skill gaps in Hong Kong's banking industry and recommend new strategies to sustain growth and competitiveness.
- **Methodology:** A mix of industry-wide survey of HKAB's member banks, in-depth interviews and focused group discussions.

Outlook of Hong Kong's Banking Industry

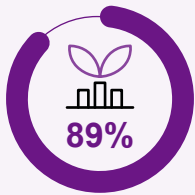


- Nearly **60%** of banks are **optimistic** about the sector's prospects.
- Over **30%** have a neutral outlook, seeing both **challenges** and **opportunities**.

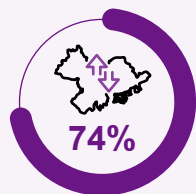
Key Growth Drivers



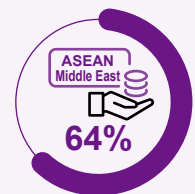
Technological
Advancements



Sustainable
Finance



Business with
GBA and Other
Mainland
China Cities



Business with
ASEAN and
Middle East
Regions

Essential Knowledge and Skills for Banking Professionals

Technological and Data



AI Technological
Skills



Data Skills



Cybersecurity

Soft Skills



Human-Machine
Interaction



Creativity



Cross-Cultural
Relationship
Building Skills

Banking Knowledge



Risk Management
and Disclosure of
Sustainable Finance



Knowledge of
Emerging Markets



New Regulatory
Compliance
Knowledge

Dual Approaches to Capacity Building



Action Plan for Capacity Building

Building on existing arrangements and experience, the **“A.S.C.E.N.D.” action plan** offers a structured, holistic approach to strengthening the banking sector’s capacity and resilience.

Advocate for Local Professional Training and Qualifications

Synergise Reskilling and Upskilling

Commit to a Culture of Continuous Learning

Evaluate the ECF for Updates

Nurture and Attract Future Talent

Devote Effort to Promoting Industry-Wide Capacity Building Initiatives



Priorities for Authorized Institutions

The HKMA issued a circular in mid-August 2025 regarding the findings of the study and called for Authorized Institutions’ actions to adjust and enhance their:

- Training and reskilling plans and strategies** in light of the evolving circumstances
- Training support to staff**, especially in facilitating staff to learn new skills and to adapt to new roles as necessary
- Use of internal and external training programmes, and participation in the industry’s capacity building initiatives**, to better achieve their anticipated training needs.