

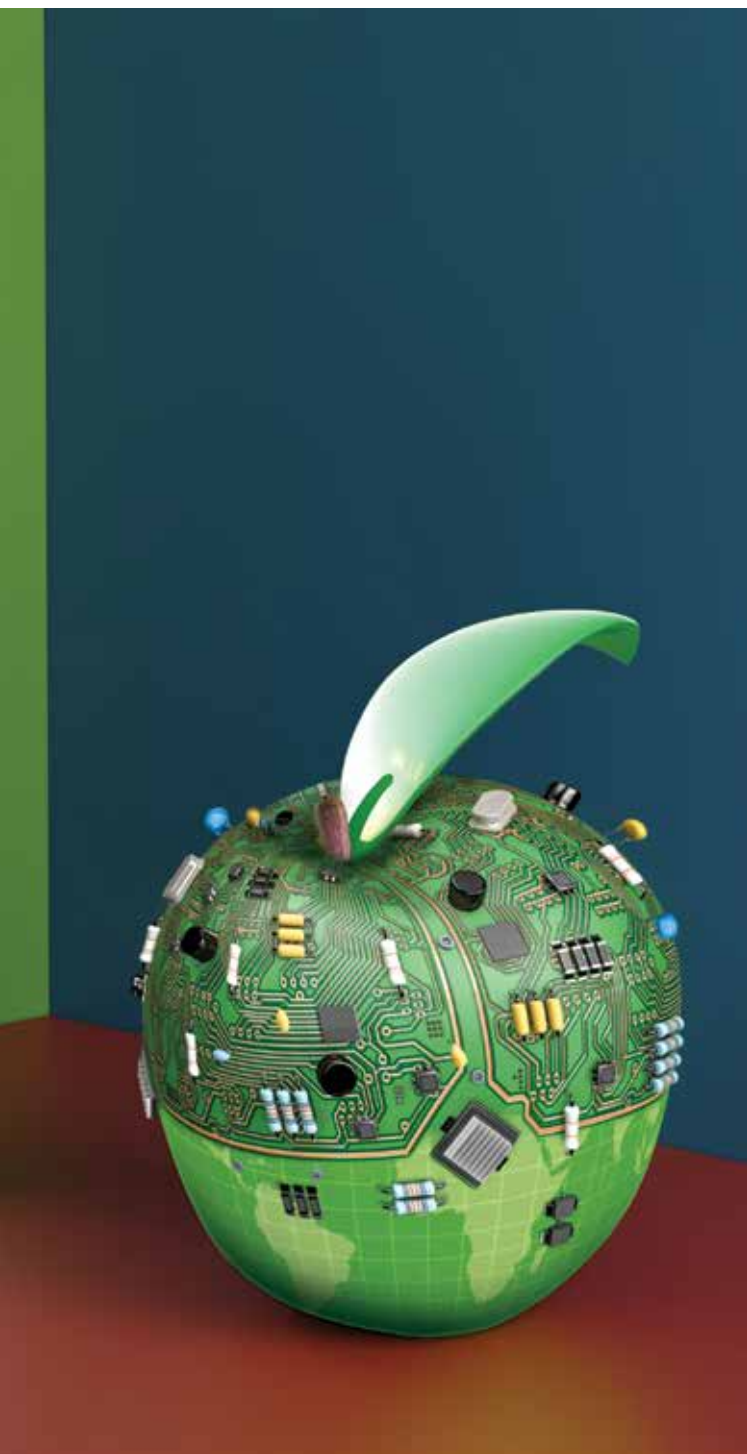
A Strategic Future: Driving ESG with Digital Transformation

未來策略：以數碼轉型推動 環境、社會及管治



ESG and digital transformation are interrelated and mutually reinforce each other, working in tandem to promote each other's success. Both initiatives address changing stakeholder expectations and have a diverse impact on society.

環境、社會及管治 (ESG) 與數碼轉型互有關連，彼此加強，兩者並行可提升各自的效果。兩者都能應對持份者轉變中的期望，對社會產生多方面的影響。



Increasingly it has become essential for banks to align their digital transformation strategies with ESG priorities. The use of digital tools can help to reduce environmental impact, streamline workflows and enhance data security. ESG and digital transformation should be the topic of on-going conversations at the top management

level. At the same time, to remain competitive, banks need to continue to invest in cutting-edge technology and drive on-going changes to their corporate culture.

The rise of global sustainability standards

Initially, when capital markets globalised, the process by which markets are integrated with one another was rather segmented, with disparate national accounting standards making international financial comparisons challenging. In 2000, market regulators led by the International Organization of Securities Commissions (IOSCO) came together to endorse a new set of accounting standards – the International Financial Reporting Standards (IFRS). Something similar has occurred with sustainability, with the International Sustainability Standards Board (ISSB) emerging from the IFRS Foundation. In mid-2023, the ISSB published a general sustainability disclosure statement and a specific climate disclosure standard. IOSCO quickly endorsed these standards, which led to widespread global adoption. Over the past year, more than 20 jurisdictions representing over half the global economy by GDP have moved to incorporate the ISSB’s global baseline into their domestic sustainability reporting requirements.

銀行越來越有必要把數碼轉型策略與ESG的工作重點互相配合。運用數碼工具，有助減輕對環境的影響、簡化工作流程和加強數據安全。ESG和數碼轉型應是最高管理層經常討論的議題。同時，為保持競爭力，銀行有需要繼續投資於先進科技，持續推動改變企業文化。

環球可持續標準提升

在資本市場全球化的初期，市場彼此整合的過程頗為割裂，各國的會計準則不同，國際間的財務情況難以比較。在國際證券事務監察委員會組織（國際證監會組織）領導下，各國市場監管機構在2000年通過了一套新會計準則：《國際財務匯報準則》。在可持續發展的領域也有類似的發展，在國際財務匯報準則基金會的基礎上成立了國際可持續準則理事會（ISSB）。2023年中，ISSB公布了可持續發展披露的一般要求，以及具體的氣候披露準則。這些準則獲國際證監會組織迅速通過後，在全球各地廣泛採用。過去一年，20多個司法管轄區（按國內生產總值計佔全球經濟總量過半）已把ISSB的全球基線納入當地的可持續發展報告要求內。

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The European Union (EU) was one of the first to seek alignment with the ISSB standards. The Corporate Sustainability Reporting Directive (CSRD) established in June 2022 mandates that the European Sustainability Reporting Standards would incorporate the ISSB standards to the greatest extent possible.

In March 2024, Hong Kong's Financial Services and Treasury Bureau (FSTB) committed to aligning local sustainability disclosure requirements with the ISSB standards. This has been supplemented by Hong Kong's own ESG strategies, which have been promulgated in a number of different development blueprints, including the *Environmental, Social and Governance Guide*, as well as a number of private sector initiatives.

In May 2024, the People's Republic of China's Ministry of Finance issued the Exposure Draft of *Chinese Sustainability Disclosure Standards for Business Enterprises – Basic Standard and Explanation of the Drafting*. This draft aims to formulate the unified China Sustainability Disclosure Standards, based on the ISSB standards that are aligned with Mainland China's context and Chinese characteristics.

The US Securities and Exchange Commission (SEC) has also acknowledged similarities between the new ISSB standards and the sustainability reporting framework already in place in the US. However, the US has stated it will not recognise the ISSB as an alternative reporting regime – at least for now.

Sustainability – compliance or transformation opportunities?

Wherever they are based and whatever industry they are in, listed companies are increasingly obliged to implement sustainability reporting. However, businesses continue to have the option to treat ESG reporting as a box-ticking compliance matter or as an opportunity to drive further digital and organisational transformation. A recent Thomson Reuters *How to use financial channels to embed sustainability into core*



歐洲聯盟是率先符合ISSB準則的地區之一，2022年6月頒布的《企業可持續匯報指令》規定，《歐洲可持續匯報準則》將在最大程度上採納ISSB準則。

2024年3月，香港財經事務及庫務局承諾致力將本地可持續匯報準則銜接ISSB準則。與此相配合的，有香港本身的ESG策略，在不同的發展藍圖中公布，包括《環境、社會及管治報告指引》，以及私營機構的一些措施。

中華人民共和國財政部在2024年5月發布了《企業可持續披露準則—基本準則》(徵求意見稿)及起草說明，提出要以ISSB準則為基礎，制定符合中國國情且能彰顯中國特色的國家統一的可持續披露準則。

美國證券交易委員會也確認，新的ISSB準則與美國既有的可持續匯報框架有相似之處，但美國已表示不會承認ISSB為替代匯報制度，起碼暫時不會。

可持續發展：合規還是轉型機會？

上市公司無論以何處為基地、從事哪種行業，可持續匯報的責任均日益繁重。然而，企業仍



company operations report found 43% of the organisations surveyed were allocating more funds to sustainability reporting than they were investing in actual sustainability options. This appears to be a missed opportunity, since companies that integrate sustainability into their operations are 52% more likely to surpass their competitors in terms of profitability and enjoy a 16% higher rate of revenue growth, according to the same report.

Make sustainability part of the company's DNA

With sustainability issues impacting all traditional financial channels – revenue, expenses, assets, liabilities and cost of capital – senior management need to understand how sustainability can drive performance and enterprise value.

Companies can foster sustainability by updating capital expenditure (capex) forms to reflect sustainability impacts and align projects with strategic goals to enhance environmental and social outcomes. Compliance with the EU CSRD also necessitates reporting on sustainability's material impacts and opportunities, highlighting its potential to boost performance and enterprise value. Moreover, integrating ESG considerations into enterprise risk management is becoming a common practice as it embeds these principles into organisational culture and operations.

可選擇視ESG匯報為敷衍式的循慣例交差，或視之為驅動進一步數碼轉型和機構轉型的機會。湯森路透最近一份有關《如何以財務途徑把可持續發展融入公司核心運作中》的報告發現，43%的受訪機構為從事可持續匯報而動用的資金，多於對有助可持續發展的實際措施的投資。這似乎錯失機會了，因為同一份報告指出，在營運中結合可持續發展措施的公司，有52%的機會在盈利上超越競爭對手，收入增長率高出16%。

讓可持續發展成為公司基因的一部分

可持續發展事宜影響所有傳統的財務範疇，包括收入、開支、資產、負債和資本成本，高級管理層須明白可持續發展可如何提升業績和企業價值。

公司可更新資本開支表格，反映資本投入對可持續發展的影響，並且使項目符合策略目標，以加強項目對環境和社會所起的作用。要符合歐盟的《企業可持續匯報指令》，公司須報告可持續發展的主要影響和帶來的機會，說明其提升業績和企業價值的潛力。此外，在企業風險管理中納入ESG考慮因素，已成為普遍做法，企業紛紛在機構文化和營運中結合ESG原則。

The use of AI technology to drive sustainability

The 2024 Thomson Reuters *Future of Professionals* report found that 77% of respondents in the markets Thomson Reuters serves believe AI will have a “high or transformational” impact on their work over the next five years. What is more, 78% of professionals believe AI is a force for good.

Just as businesses start to face intense workloads from the explosion of upcoming ESG regulatory requirements, technology that facilitates the automation of much of that reporting has emerged. AI-powered solutions – especially those within the ESG data infrastructure – can leverage AI to consolidate scattered data into reporting metrics accordingly, facilitating regulatory compliance. The continued development of these types of AI-enabled technologies will most likely result in more revenue and greater profitability for businesses that use the data, and increasingly sophisticated data-analytics tools to more widely integrate sustainability into their operations.

Best AI practices

1. Provide training to employees

Employees should also be instructed on what types of information should not be entered into AI systems to protect proprietary data. Employees should sign documents acknowledging their understanding of proper AI usage guidelines. Ongoing collaboration with IT, legal and compliance teams can help the organisation to utilise AI safely and ethically.

2. Partner across the enterprise

Cross-functional collaboration is important when exploring AI for sustainability purposes. For example, partnering with key stakeholders including the IT, legal, internal audit and compliance teams is crucial to thoroughly evaluate risks and establish proper controls. This allows for the customisation of cybersecurity and data privacy safeguards specific to their use cases. It is also advisable to partner closely with risk functions to scope out feasibility, mitigate risks and establish AI tools safely.

3. Engage actively with software vendors

Software vendors will likely have innovative insights and best practices directly from the forefront, sharing how AI can help the business reach its ESG and revenue goals.

運用人工智能推動可持續發展

湯森路透在2024年發表《專業人士的未來》報告，指出在湯森路透服務的市場中，77%的受訪者相信，在未來五年，人工智能對其工作的影響「很大或很徹底」。此外，78%的專業人士認為人工智能是正面的力量。

ESG法規要求越來越多，企業開始面對這方面的龐大工作量之際，已有新科技幫助把許多這方面的工作自動化。一些人工智能驅動的方案，特別是在ESG數據基礎設施內的方案，可運用人工智能把分散各處的數據整合為匯報指標，以便符合法規要求。這類人工智能驅動的科技持續發展，很可能讓使用數據的企業提高收入和盈利，數據分析工具也可能越來越精密，幫助企業更廣泛地在營運中結合可持續發展概念。

人工智能最佳做法

1. 為員工提供培訓

應指導員工有哪些資料不應輸入人工智能系統，以保護機構專有的數據。員工應簽署文件，確認明白有關如何妥善運用人工智能的指引。與資訊科技、法律和合規部門保持合作，有助機構安全和有道德地使用人工智能。



4. Make human review and approval of AI-generated results mandatory

In the same way as managers review their employees' work, humans need to review all AI-generated content before using it internally or externally.

As AI helps to revolutionise sustainability practices, companies and banks are at the forefront of technological integration. By leveraging AI tools for data collection, reporting and analysis, Hong Kong's financial institutions can significantly enhance efficiency and accuracy in boosting their sustainability efforts.

How digitally mature are Hong Kong's banks?

The *Hong Kong Enterprise Digitalisation Index* survey released in late 2023 stated that Hong Kong's overall enterprise digitalisation index was 35.9, which is categorised as "basic". The survey revealed while Hong Kong businesses were aware of the importance of digitalisation and were adopting digital technologies, many were lagging behind their foreign counterparts.

Larger Hong Kong enterprises, such as banks, scored relatively well, scoring 52.4, which is designated as "mature" according to the index. However, Hong Kong's average score was reduced by its SMEs, which registered 33.9 on the index.

2. 企業內互助合作

在探索以人工智能處理可持續發展事務的過程中，不同部門之間的合作十分重要。例如與資訊科技、法律、內部審核和合規部門等主要持份者合作，對於透徹評估風險和制定恰當的管控措施至關重要，藉此可以按照實際應用的具體情況，設定適當的網絡保安和資料私隱保障措施。同時適宜與風險管理部門緊密合作，以確定可行性範圍、緩解風險，安全地建立人工智能工具。

3. 與軟件供應商積極聯繫

軟件供應商很可能從前線直接得到創新意念，掌握最佳做法，能與企業分享人工智能可如何協助企業達到ESG目標和營收目標。

4. 規定人工智能生成的結果須由人檢視和核准

正如管理人員檢視員工的工作一樣，由人工智能生成的所有內容均應由人檢視，然後才供內部或外界使用。

人工智能幫助徹底改變可持續發展工作的做法，而公司及銀行正處於結合科技的最前沿。香港的金融機構若能善用人工智能工具收集、匯報和分析數據，便可大大提高可持續發展工作的效率和準確性。



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香港的主要銀行正積極把
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Notably, the type of industry, as well as the size of the business has a significant impact on digital maturity. The “Information and Communications” industry, for example, was rated as the most digitally mature, receiving an industry digitalisation index rating of 49.3. Meanwhile, the “Finance and Insurance” industry came in second, with an index score of 40.

Global surveys show that in various areas Hong Kong lags behind ESG leaders such as Germany, France, Spain, the UK and Japan. However, Hong Kong does not appear to be lagging too far behind. A Hong Kong Trade Development Council *Hong Kong as a Sustainable Business Hub* survey, which solicited the views of more than two thousand procurement-oriented companies, found that survey respondents recognised Hong Kong as a ready platform for ESG businesses, with nonlocal respondents giving Hong Kong an average readiness rating of 7.0 on a 10 point scale.

The urgency for banks to adapt to evolving ESG standards

Banks that do not adapt to the evolving ESG landscape risk falling behind in areas such as ESG awareness and implementation. Issues commonly encountered when attempting to improve ESG performance include inadequate ESG reporting, a scarcity of ESG-specific products and a slow response to market trends. While Hong Kong lags behind a number of global leaders, there have been significant improvements in ESG reporting and product offerings. Hong Kong also shows potential as a burgeoning hub for sustainable finance.

Leveraging technology for sustainable digital business processes

In Hong Kong, leading banks are actively integrating digital transformation with their ESG strategies to enhance operational efficiency and reduce environmental impact. For instance, many banks have automated the audit processes by adopting digital confirmations, significantly reducing paper use and operational costs, while improving client satisfaction.

Hong Kong banks also collaborate with Fintech companies to boost efficiency, which includes providing digital solutions to connect employees and customers more effectively. These initiatives demonstrate a strong commitment to sustainable banking practices and technological advancements.



“香港的銀行也與金融科技公司合作，以提升效率，包括提供數碼方案，以便更有效地聯繫員工和客戶。”

香港的銀行在數碼化方面有多成熟？

2023年底公布的「香港企業數碼化指數調查」結果顯示，香港整體企業數碼化指數為35.9，屬「基本」水平，反映香港企業意識到數碼化的重要性，並已使用數碼科技，但許多企業仍落後於外國企業。

較大型的香港企業如銀行的指數較高，有52.4，按該指數屬「成熟」階段；但中小企的指數為33.9，降低了香港的平均指數。值得注意的是，行業的種類和企業的大小，對數碼成熟程度有很大影響。例如「資訊及通訊業」的數碼成熟程度最高，行業數碼化指數為49.3；其次為「金融及保險業」，指數為40。



Key factors for successful digital transformation in banking

To successfully navigate digital transformation, banks need to adopt a customer-centric approach backed by strong leadership commitment. By partnering with technology providers, banks can comply with relevant regulations and standards that help to protect customer data and prevent fraud. Partnering with technology providers can also help to ensure robust data security and privacy measures are in place.

Internally, banks need to establish effective change management practices to transition smoothly from traditional to digital operations. Importantly, banks should continuously evaluate and remain open to adopting new technologies and approaches to improve their processes and the services they offer to clients.

How banks are achieving their ESG targets through digitisation

Similar to their counterparts elsewhere, Hong Kong banks are leveraging technologies to enhance operational efficiencies while setting new benchmarks for sustainability and ethical governance.

1. Digital workflow management

Transitioning to digital documents and processes has reduced

環球調查顯示，香港在多方面落後於德國、法國、西班牙、英國和日本等ESG領先國家；但香港似乎並非大幅落後。香港貿易發展局的《香港是可持續發展業務樞紐》調查，訪問了2,000多家從事採購業務的公司，結果顯示，受訪者認為香港已經準備就緒成為ESG業務平台；非本地受訪者對香港的就緒程度平均評分為7.0（以10分為滿分）。

銀行有迫切需要適應演變中的ESG標準

銀行若不能適應演變中的ESG標準，便可能在ESG意識和措施推行方面落後於人。在提升ESG績效時通常遇到的問題包括ESG匯報不足、ESG產品稀缺、對市場趨勢反應緩慢等。香港雖然落後於多個環球領導者，但在ESG匯報和產品提供方面有很大進步，而且有潛力迅速發展為可持續金融樞紐。

運用科技處理可持續數碼業務流程

香港的主要銀行正積極把數碼轉型與ESG策略結合，以提升運作效率，減少對環境的影響。例如許多銀行都已經利用數碼確認函把審核過程自動化，大大減少用紙和營運成本，同時提升客戶滿意度。

the need for paper, reducing waste and the environmental impact of printing and physical storage.

2. Digital platforms for green bonds

Banks have developed digital platforms to issue and manage green bonds more efficiently. These platforms use blockchain technology to ensure transparency and traceability of funds, ensuring investments are directed towards environmentally sustainable projects.

3. Smart building technologies

Banks have reduced their energy consumption by implementing Internet of Things in their buildings. Smart sensors and automated optimised lighting systems, heating and cooling, leading to lower carbon footprints.

4. AI-driven credit scoring

Utilising AI and machine learning, banks have developed more inclusive credit scoring models that consider alternative data sources. This allows for fairer access to credit.

5. Blockchain (for compliance and reporting)

Blockchain technology is being used to improve the

香港的銀行也與金融科技公司合作，以提升效率，包括提供數碼方案，以便更有效地聯繫員工和客戶。這些措施，顯示銀行致力採用可持續做法，並利用新科技。

銀行界成功數碼轉型的主要因素

要成功推行數碼轉型，銀行必須以客戶為中心，並且得到領導層強力支持。銀行與科技供應商合作，便可符合相關規例和準則，有助保障客戶資料，防範詐騙。與科技供應商合作，還可確保建立穩妥的數據保安和私隱措施。

內部而言，銀行須建立有效的變革管理做法，以便由傳統營運模式順利過渡至數碼化營運。重要的是，銀行須持續評估新科技和新方法，對採用新科技和新方法保持開放態度，以改善流程，優化為客戶提供的服務。

銀行如何透過數碼化達到ESG目標

正如其他地區的銀行一樣，香港的銀行正利用科技提高營運效率，同時為可持續發展和道德管治訂立新標準。

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transparency and accuracy of compliance and regulatory reporting. This ensures that banks adhere to ethical standards and governance practices, enhancing stakeholder trust.

Critical considerations for banks when selecting technology service providers

As banks increasingly collaborate with technology providers, understanding how to select the “right” partner is crucial for success.

1. Leadership and governance

Security, confidentiality, availability, processing integrity and privacy commitments to user entities need to be documented and communicated in Service Level Agreements (SLAs), contracts, additional customer agreements, and the privacy notice documentation related to the technology platform service offering provided on the service provider’s company website.

2. Scoping

Understand the scope of services offered by technology platform providers and ensure that software is designed to do what the organisation needs it to do.

1. 數碼工作流程管理

改用數碼化文件和 workflows，減少了對紙張的依賴，也減少廢物，減低印刷和儲存實物對環境的影響。

2. 綠色債券數碼平台

銀行開發了數碼平台，以便更有效地發行和管理綠色債券。這些平台使用區塊鏈技術，確保資金流向透明和可追蹤，並確保投資於環境可持續的項目。

3. 智慧建築技術

銀行在大樓內建立了物聯網，減少耗用能源。智慧感應器和自動化優化照明系統、供暖和冷卻系統，減少了碳足印。

4. 人工智能信用評分

利用人工智能和機器學習，銀行開發了更共融的信用評分模型，考慮另類數據。這可讓客戶更公平地取得信貸。

5. 區塊鏈(幫助合規和匯報)

使用區塊鏈技術，可提高合規和循規匯報工作的透明度和準確度。這可確保銀行符合道德標準和政府做法，提高持份者的信任。

銀行選擇科技服務提供者時的關鍵考慮因素

銀行越來越多與科技服務提供者合作，而明白如何選擇「合適」合作夥伴，是成功的關鍵。

1. 領導與管治

向使用者承諾提供的安全性、機密性、可用性、處理完整性和隱私性，應以文件記錄，並藉以下途徑向使用者傳達：服務水平協議、合約、附加客戶協議，以及上載於服務提供者公司網站的技術平台服務隱私聲明。

2. 服務範圍

了解技術平台供應商提供的服務範圍，確保軟件的設計可達到機構使用軟件所需達到的目的。

3. 測試

應制定和保存政策和程序，以便在變革管理過程中為員工提供指引。科技資源(如作業系統、計算硬件、網絡及應用系統維修保養)的每一項變革，都應符合變革管理政策。



3. Testing

Documented policies and procedures should be created and maintained to help guide personnel in the change management process. Every change to a technological resource, such as operating systems, computing hardware, networks and application maintenance, should be subject to a Change Management Policy.

4. Security

When users submit sensitive information via the company's website, their information should be protected both online and offline. Data should be encrypted both at rest and in transit. Regular internal audits of the information security management system should be performed by security and compliance personnel to assess the continuing operational effectiveness of the controls in place across various IT control areas.

5. Privacy and confidentiality features

Banks need to understand the information sensitivity policy from an existing or potential vendor. The policy should provide clear guidance on how to label, safeguard (controls for access and distribution), store, dispose of, or disclose data classified as confidential. Vendors should also have procedures in place to ensure data is only accessible to staff that need to access it.

6. Maintenance

Banks must confirm any potential technology vendor has a patch management policy to help ensure software/hardware products and operating systems patches are up to date and installed according to predetermined timeframes.

7. Data breaches/recovery arrangements

Ensure any technology vendor under consideration can provide solid answers to the following questions:

- What precautions does your solution offer to protect customer data?
- Is data classified as confidential, encrypted and secured as it is handled, stored, transmitted and destroyed?
- Is there a formal incident response policy defining procedures to detect, contain and recover from any potential security and privacy incidents?
- Are policies and procedures maintained to guide personnel in data backup, recovery, service level performance and systems monitoring and maintenance processes?

8. Layered service provision

Establish if the vendor is responsible for suitable control



4. 安全性

使用者透過公司網站提交敏感資料時，其資料在線上和線下均應受保障，數據在靜止時和傳輸途中均應加密。資訊安全管理系統應由安全合規人員定期作內部審核，以評估多個資訊科技控制區域的管控措施是否都能持續有效運作。

5. 隱私及保密特點

銀行須了解現有或潛在供應商的資訊敏感性政策，政策內容應就如何標籤、保障（讀取及分發的管控措施）、貯存、棄置或披露機密數據提供清晰指引。供應商亦應制定程序，確保只有有需要讀取數據的員工才可讀取相關數據。

6. 維修保養

銀行應確定潛在科技供應商已訂立修補程式管理政策，以確保軟／硬件產品及作業系統的修補程式屬最新版本，並按預先設定的時間表安裝。

7. 數據外洩／修復安排

確保考慮聘用的科技供應商能切實解答以下問題：

- 你的方案有什麼預防措施，保障客戶的數據？
- 界定為機密的數據，在處理、貯存、傳送和銷毀時是否加密和安全？
- 有沒有正式的事故應急政策，訂明偵測安



activities. Does the vendor utilise the monitoring services offered by the data centre hosting the infrastructure?

9. Security controls (over interfaces with other software in the system)

All the software and interfaces should go through the same testing and security controls.

10. Business continuity and disaster recovery

In a crisis, does the vendor have a Business Continuity Plan (BCP) to assist with managing and handling operations? The BCP is designed to reduce the risk to an acceptable level by ensuring the restoration of critical processing urgently and essential production operations promptly.

As banks in Hong Kong focus on both ESG and digital transformation, it is vital for their strategies to smoothly work together to fully support sustainability. As Harsh JOGANI, Director of Confirmation, Thomson Reuters, notes, “Digital transformation is critical for banks and financial institutions to achieve their long-term ESG goals of reducing paper usage, making sustainable investments, achieving energy efficiency, making financial services more inclusive, ensuring transparent and ethical governance is achieved, promoting awareness through customer engagement and education.” Most importantly, digital transformation helps to collect the data required to achieve transparent and accurate ESG reporting. **BT**

全及隱私事故、控制事故影響範圍和事故後復原的程序？

- 有沒有訂明政策和程序，在數據備份、修復、服務水平表現和系統監察及維修程序等方面，為員工提供指引？

8. 分層提供服務

查明供應商是否負責實施恰當的管控措施。供應商是否使用託管設施的數據中心所提供的監察服務？

9. 安全管控措施 (與系統內其他軟件的接口的安全性)

所有軟件和介面均應實行同樣的測試和安全管控措施。

10. 持續營運和災後復原

在發生危機時，供應商有沒有持續營運計劃，協助管理和處理運作？持續營運計劃的目的，是確保馬上恢復關鍵的程序及必要的生產作業，以便把風險降至可接受程度。

香港的銀行同時專注於 ESG 和數碼轉型，兩方面的策略須順利配合，以便全面支持可持續發展。正如湯森路透總監 Harsh JOGANI 所說：「銀行和金融機構要達致減少用紙、從事可持續投資、提升能源效益、提供更共融的金融服務、保持透明度和道德管治、藉着客戶聯繫和教育提高意識等長遠 ESG 目標，數碼轉型實屬關鍵。」最重要的是，數碼轉型有助收集所需數據，以準確透明地做好 ESG 匯報工作。 **BT**

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